

Meeting

Cabinet

Date and time

Tuesday 14TH NOVEMBER, 2023

At 7.00 PM

Venue

Hendon TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

To: Members of Cabinet (Quorum 3)

Chair: Councillor Barry Rawlings
Vice Chair: Councillor Ross Houston

Councillors

Zahra Beg	Ammar Naqvi	Pauline Coakley Webb
Paul Edwards	Anne Clarke	Alison Moore
Alan Schneiderman	Sara Conway	

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You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

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Assurance Group

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Decisions of the Cabinet

18 October 2023

Record of decisions taken at the above meeting

AGENDA ITEM 1

Members Present:-

Councillor Barry Rawlings (Chair)	Leader of the Council and Cabinet Member – Resources and Effective Council
Councillor Ross Houston (Vice-Chair)	Deputy Leader and Cabinet Member – Homes and Regeneration
Councillor Paul Edwards	Cabinet Member – Adult Social Care
Councillor Ammar Naqvi	Cabinet Member – Culture, Leisure, Arts and Sports
Councillor Anne Clarke	Cabinet Member – Community Wealth Building
Councillor Sara Conway	Cabinet Member – Community Safety and Participation
Councillor Pauline Coakley Webb	Cabinet Member – Family Friendly Barnet
Councillor Alison Moore	Cabinet Member – Health and Wellbeing
Councillor Alan Schneiderman	Cabinet Member – Environment and Climate Change
Councillor Zahra Beg	Cabinet Member – Equalities, Voluntary and Community Sector

Also in attendance

Councillor Arjun Mitra
Councillor Peter Zinkin
Councillor David Longstaff

1. MINUTES OF THE PREVIOUS MEETING

Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources and Effective Council welcomed all attendees to the meeting.

It was RESOLVED that the minutes of the meeting held on 5 September 2023 be approved as a correct record.

2. ABSENCE OF MEMBERS (IF ANY)

None.

3. DECLARATION OF MEMBERS' INTERESTS AND DISPENSATIONS (IF ANY)

None.

4. QUESTIONS FROM NON-EXECUTIVE MEMBERS (IF ANY)

The Chair welcomed Councillor Peter Zinkin and Councillor David Longstaff to the meeting.

Questions were raised in relation to agenda item 11 which were responded to verbally at the meeting by Cabinet Members.

In accordance with Executive Procedure Rule 13.7 (Part 3B – Council Constitution) the Leader noted that a written response will be provided by Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change to the question from Councillor Arjun Mittra.

5. PETITIONS (IF ANY)

The Leader welcomed the Lead Petitioner, Shimon Ryde who presented the petition 'Remove the Golders Green Crescent Road Closure' to Cabinet.

Following discussion, Councillor Schneiderman Cabinet Member for Environment and Climate Change informed that the lead petitioner would receive an update on the estimated timeline for completion of the works.

DECISION:

RESOLVED that Cabinet:

1. Noted the petition detailed in section 1.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

6. DEPUTATIONS (IF ANY)

None.

7. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

8. MATTERS REFERRED TO THE EXECUTIVE (IF ANY)

The Leader introduced the two Motions as set out below which were identified in the Council summons of 17 October 2023 as matters falling within the powers of the Executive were referred to Cabinet for consideration in accordance with the Council Constitution.

A. Motion: Recommitment to Net Zero

B. Motion: The CPZ programme review should be brought before Cabinet

RESOLVED that Cabinet noted the referred motions and acknowledged the resolutions made at Council on 17 October, that Motion A was carried and Motion B was lost.

9. CONSIDERATION OF REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE OR SCRUTINY SUB-COMMITTEES (IF ANY)

None.

10. REDUCING POVERTY

Councillor Anne Clarke, Cabinet Member for Community Wealth Building, introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

- 1. Approved the costs of approach and actions as outlined in 5.1 and 5.2.**
- 2. Approved the Sustainable Commercial Strategy (Appendix 1) which outlines how we can utilise our procurement to support local economy.**
- 3. Approved officers taking a phased approach to developing a community wealth programme, with work undertaken by Centre for Local Economic Strategies to inform how we can develop this programme as outlined in 1.4.**
- 4. Officers will report back to Cabinet on work conducted alongside the Living Wage Foundation to become accredited, with an equalities impact assessment.**

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

11. UPDATED SOCIAL VALUE POLICY

Prior to presentation of the item, the Leader noted that an addendum was published with corrected table including the full text of Section 1.6 in the cover report.

Councillor Anne Clarke, Cabinet Member for Community Wealth Building introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

Approved and agreed to update the Social Value Policy (Appendix 1) and that the following measures are included in the new policy:

- 1. A minimum expectation of 5% is reinvested in social value initiatives by suppliers on contracts over £100,000.**
- 2. A minimum expectation of one employment outcome for each £1 million (per contract)**
- 3. That Liquidated Damages Clauses are introduced to contracts to compensate the council for the non-delivery of Social Value commitments.**

4. Condense Barnet Themes Outcomes Measures (TOMs) from 83 measures to circa 40 and attach monetary values for each measure.

5. The new set of TOMs (Appendix 2).

6. To allow financial or in-kind material contributions from suppliers to Voluntary, Community and Social Enterprises (VCSEs) but should not exceed 10% of the Total Proposed Commitment.

7. That a Social Value Matrix is embedded in the Invitation to Tender/Quote, replacing the social value question in the tender documents.

8. Amend the rules of the Social Value Impact Fund to allow for the reinvestment of funds from liquidated damages and financial contributions back into the community.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

12. CORPORATE PARENTING ANNUAL REPORTS

Councillor Pauline Coakley Webb, Cabinet Member for Family Friendly Barnet introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

1. Noted the contents of Corporate Parenting Annual Reports.

2. Referred the reports to Council for noting, to ensure understanding of their statutory role as corporate parents and to be aware of progress and challenges for services to children in our care and care experienced young adults.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

13. INTRODUCTION OF PLAY STREETS

Councillor Alan Schneiderman, Cabinet Member for Environment and Climate Change

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

1. Approved the approach to facilitating Play Streets using section 16A of the Road Traffic Regulation Act.

2. Delegated authority to the Director of Highways and Transportation to finalise the drafting of the process, draft and publish the Guidance and training material for the Stewards for the organisation and implementation of the Play Streets.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

14. BRENT CROSS UPDATE REPORT

Councillor Ross Houston Cabinet Member for Homes and Regeneration introduced the report.

Following discussion, the Chair moved to vote on the recommendations.

DECISION:

RESOLVED that Cabinet:

1. Noted the contents of the report and the exempt appendix and;

2. Delegated authority to the Deputy Chief Executive in consultation with the Cabinet Member for Homes and Regeneration to approve the land acquisition strategy for the remaining plots in relation to the CPOs already made and for the Deputy Chief Executive to implement it, once the strategy has been finalised, as explained in paragraphs 1.39 to 1.42 of this report and the exempt appendix.

The report set out the options considered, if any, and the reasons for the recommendations and the decision.

15. CABINET FORWARD PLAN - KEY DECISION SCHEDULE

Cabinet noted the Forward Plan – Key Decision Schedule.

16. URGENT BUSINESS (IF ANY)

None.

17. MOTION TO EXCLUDE THE PRESS AND PUBLIC

18. BRENT CROSS UPDATE REPORT (EXEMPT)

The meeting finished at 20.50

Proper Officer

This document outlines the decisions taken at the above Cabinet meeting. Unless otherwise indicated, executive decisions listed in this document will come into force and may then be implemented 5 clear working days after publication of this document unless the decision is called in.

Five Members of the Council can call in a decision of the Cabinet, which has been taken but not implemented. For matters impacting a particular ward, a ward Councillor must be included in the 5 signatures. Call-in must be by notification to the Monitoring Officer or Head of Governance in writing signed by all five Members ([Part 3C - Committee Procedure Rules of the Council's Constitution](#)).

Date of Publication:	19 th October 2023
Last Date for Call-In:	26 th October 2023, 5PM (Please note that Call-in may not apply to all decisions).
Date decision can be implemented if not called in:	27 th October 2023
Contact:	Head of Governance: Andrew.Charlwood@barnet.gov.uk


Cabinet

	<p style="text-align: right;">AGENDA ITEM 10</p> <p style="text-align: center;">Cabinet</p>
Title	Our Plan for Barnet – Delivery and Outcomes Framework, Q2 2023-24
Date of meeting	14 November 2023
Report of	Councillor Barry Rawlings, Leader and Cabinet Member for Resources and Effective Council
Wards	All
Status	Public
Key	Non-key
Urgent	No
Appendices	<p>Appendix A - Q2 2023-24 Performance Detail</p> <p>Appendix B - Q2 2023-24 High Level Risks (15+) by Our Plan Theme</p> <p>Appendix C - Latest Available Benchmarking Data</p> <p>Appendix D - Oflog Metrics with Comparators</p>
Lead Officer	<p>Deborah Hinde, Transformation Director</p> <p>Deborah.hinde@barnet.gov.uk</p>
Officer Contact Details	<p>Alaine Clarke, Head of Programmes, Performance and Risk</p> <p>Alaine.clarke@barnet.gov.uk</p> <p>Katie Nevin, Corporate Performance and Risk Manager</p> <p>Katie.nevin@barnet.gov.uk</p>
Summary	
<p>This report provides an update on activity and performance for Q2 2023-24 to demonstrate the progress that is being made on delivering against the outcomes the council has committed to working towards in Our Plan for Barnet, using the activities and performance indicators captured in the Delivery and Outcomes Framework.</p>	
Recommendations	

1. That Cabinet note the contents of Our Plan for Barnet – Delivery and Outcomes Framework, Q2 2023-24 Report.

1. Reasons for the Recommendations

- 1.1 Following the approval of Our Plan for Barnet at Council on 28 February 2023, the Programmes, Performance and Risk team have led on the co-design and development of the new Delivery and Outcomes Framework which will be reported on over the next few years. The framework focuses on the key activities being carried out to deliver the outcomes stated in Our Plan for Barnet, and a selection of performance indicators which will show progress on delivery of the activities and achievement of the outcomes. To support delivery of Our Plan for Barnet, we have launched a transformation programme focused on new pieces of work that require a “doing things differently” approach. The transformation programme will develop and deliver on these cross-cutting themes that will achieve a fundamental shift in how the council operates. At its meeting on 18 July 2023, Cabinet noted that eight of the 16 themes have been identified as “tier 1 transformation workstreams”. These are marked as such in the detail of this report.
- 1.2 In accordance with the recommendation of the Corporate Peer Challenge to clarify the relationship between transformation activity and ‘business as usual’, we are in the process of reviewing the report to ensure that it reflects an appropriate mix of new activity and core business. This will be presented in the Q3 report.
- 1.3 This report will also be presented to Overview and Scrutiny Committee. Note that Adults and Health Overview and Scrutiny Sub-Committee and Children and Education Overview and Scrutiny Sub-Committee also consider detailed performance information from those services.
- 1.4 Appendix A sets out performance in detail for the indicators along with the baseline position for 2022-23 or latest available period if reported in arrears. Some themes do not yet have performance indicators as these are being developed. They will be included in future reports once available. There are 110 indicators in total of which 56 are reported on quarterly. 18 of these currently have quarterly targets and 16 of these achieved or exceeded that target in Q2. Two indicators (Number of visits across Better leisure facilities and % of tenanted council properties compliant with the Decent Homes Standard) did not achieve the target; the reasons for this are set out under the relevant theme commentary below (Living well and Quality affordable homes).

Caring for People

- 1.5 The Caring for People pillar of Our Plan for Barnet consists of four themes: Tackling inequality, Reducing poverty, Family friendly and Living well.

Tackling inequality (Transformation workstream).

- 1.6 This theme has three outcomes: there are equal opportunities for all, and equal access to quality services, based on need; residents live healthy, happy and long lives; and the council makes Barnet the healthiest borough in London where everyone who lives, works or studies locally can achieve their full health and wellbeing potential. The council knows there is a need for structural change and new policies to address inequalities, not just one-off interventions, and as a result, a new Equalities, Diversity and Inclusion (EDI) policy is being developed and is scheduled for consideration by Cabinet in November 2023. In Q2, initial workshops with community groups and residents have been completed to inform the new policy and further community engagement is being arranged to support policy development. A State of the

Borough Report on inequalities in the borough has been drafted which will form part of the evidence base to inform the new EDI policy. This has been circulated to Cabinet members and was discussed at the new Cabinet/CMT Policy Development meeting on 23 October 2023.

- 1.7 The 2021-22 Residents' Perception Survey showed that disabled residents are significantly less likely to be satisfied across a number of key indicators, compared to residents without a disability. To investigate these findings in-depth, the Tackling the Gaps Working Group commissioned Habitus, a specialised ethnographic research company to conduct a research study to understand the lived experiences of disabled residents. The recommendations from that report are being reviewed to consider how the council can best respond and the insights collected will support the development of the new EDI Policy as well as feeding into broader council strategic objectives.
- 1.8 Work has continued towards applying for Barnet to be accredited as a "Borough of Sanctuary" in Q2. The consultation on the Borough of Sanctuary strategy has not taken place with the Borough of Sanctuary Network as planned due to a request to change the format of these networks. However, the aim will be to consult with members via email on the draft strategy ahead of December 2023. Work is also taking place to draft the application form so it can be submitted following Cabinet.
- 1.9 Digital inclusion is an area of focus within this theme and work in 2023-24 is centred on sustaining the Digital Inclusion Co-ordination services delivered by BOOST (the employment, benefit advice, skills and wellbeing project to help Barnet residents), including improved support for digital skills and improved awareness of affordable connectivity options and devices. In Q2, 175 residents attended support and drop in sessions across the borough, 59 free SIM cards were distributed, and 19 laptops were given to residents. In September 2023, the quarterly Barnet Employability Group Meeting¹ had the theme of Digital Inclusion and featured presentations and a Q&A with BOOST, Forwards Trust, Ingeus and the Digital Inclusion Hub.
- 1.10 The council aims to make Barnet the healthiest borough in London and key to this is tackling health inequalities so that life expectancy, and the number of years people spend living in good health, is not varied between different areas. Working together with partners, Barnet's Health and Wellbeing Strategy has been developed, which is committed to reducing health inequalities and the contributing factors to ill health or "wider determinates of health". The Health and Wellbeing Board received an update on the Health and Wellbeing Strategy on 28 September 2023². Of the 33 actions in the Phase 2 Implementation Plan, 30 or 91% of actions were either completed or on target, up from 85% in Q1. Catch up activity is taking place for all actions that are not on target. Delivery highlights this quarter included increasing the number of businesses participating in at least one strand of the Healthier High Streets programme to 106 and completion of a range of strategies and plans (such as North Central London Population Health and Integrated Care Strategy; Children and Young People's Plan) which will form the basis for future action and delivery.

Reducing poverty (Transformation workstream)

- 1.11 This theme focuses on delivering the outcomes of reduced poverty in our communities; the council, contractors and local businesses and partners pay the living wage; and residents are engaged in employment. Following the launch of Barnet's new benefit calculator in Q1, residents continued to make use of the tool to identify further financial support available to

¹ This virtual meeting is open to our wider borough network of providers, employers and other stakeholders totalling around 400 individuals.

² A link to the report can be found in Section 9, Background papers.

them. As at 30 September 2023, 3,723 residents have fully completed the calculator, with 42% then going on to click through to apply for financial support identified. Monitoring and analysis of usage continued to be developed in Q2 and as part of the continuous improvement process, the questions within the calculator are being refined to provide deeper insight and add more value to residents. As a result of this work, in October 2023 the service was awarded the Excellence in Innovation Award in the Fight Against Poverty by the Institute of Revenues Rating and Valuation (IRRV).

- 1.12 During Q2, work has taken place to draft a paper on reducing poverty with associated action plan. This was submitted and approved at Cabinet on 18 October 2023 and highlighted links to other themes to ensure policy join up, evaluation of the cost of living programme and the intention to provide an updated Council Tax Support and Residents' Support Fund policy, which will be submitted to Cabinet in Q4. A link to the report can be found in Section 9 Background Papers.
- 1.13 The review and refresh of the Social Value policy was completed in Q2 and the updated paper was approved at Cabinet on 18 October 2023. Implementation is now underway with a focus on greater expectations around job creation. A link to the report can be found in Section 9 Background Papers.
- 1.14 Good progress towards becoming accredited as a London Living Wage employer has continued in Q2: all non-social care contracts paying the living wage have been identified and work has commenced with the small number that are not meeting the correct level to support them to meet the target. In Adult Social Care, the Living Wage is being paid to a large number of contracts, and of the extra-care schemes, all but one are paying the living wage; this scheme is working towards this. The service is working with the Living Wage Foundation to determine the most appropriate route for managing Home Care and enablement and Residential and Nursing care.
- 1.15 Delivery of the BOOST (employment, benefit advice, skills and wellbeing project to help Barnet residents) three year plan continued in Q2. Activities in Q2 included the launch of a weekly job club at Dollis Valley in July 2023, the recruitment of a third Ukrainian refugee adviser, funded by World Jewish relief, attendance at three job fairs which resulted in 69 sign ups and increased geographical coverage of the borough by BOOST, with service delivery now available from Chipping Barnet Library weekly, Burnt Oak daily, Finchley Food bank monthly and 184 Cricklewood daily (apart from Fridays). As a result of the support given by BOOST, 122 residents started work following their participation in Employment Projects and 47% of residents who undertook BOOST programmes found employment, slightly below the same period last year where 48% found employment. BOOST have confirmed that client engagement has seen 75% seeking help with cost of living and/or in work poverty and just 25% wanting help with employment and skills in Q2.
- 1.16 This year's Barnet Group Apprenticeship Programme has received a total of 133 applications, shortlisted down to 28 who will be interviewed in order to decide who will fill the ten available places.
- 1.17 Good progress has been made in Q2 in working to convert the old Argos site in Edgware into a construction and green skills centre in Barnet. The intention is that the centre will be the flagship element of the skills and employment offer for Edgware regeneration programme with strong links to Brent Cross and will launch in Q4. The working group of key stakeholders has been formed, funding has been sought from Shell and Related Argent and The Skills Centre (TSC) have created feasibility studies for them which will be progressed in Q3.

Family Friendly

- 1.18 There are five outcomes for this theme: there is excellent education for all; children have their best start in life and are ready for learning; children and young people have good social, physical and mental wellbeing; young people are engaged in learning and work post 16; and young people are safe and secure. The Family Services Quarterly Update was presented at the Children and Education Overview and Scrutiny Sub-Committee on 21 September 2023. A link to the update can be found in Section 9 Background Papers.
- 1.19 The My Say Matters strategy is central to the Family Friendly theme. Its implementation has resulted in an increased volume of feedback from children, young people, and families across all service areas. This feedback has been incorporated in planning practitioner training and developing services that align with the expressed needs of families. Participation and co-production which were initially led by the participation team are now being more consistently embedded across the service and practitioners are becoming increasingly involved in leading areas of this work. A My Say Matters annual report went to the last Children and Education Overview and Scrutiny Committee. A link to the report can be found in Section 9 Background Papers.
- 1.20 In Education, following on from work in Q1³, Barnet Education and Learning Service (BELS) continued to support, challenge and monitor schools and settings effectively. 2023 provisional achievement data from Barnet schools shows that Key Stage 1 attainment is in the top third of country, while Key Stage 2 attainment is in the top 20% and progress between Key Stage 1 and Key Stage 2 is in the top 10%. Scoping for the new Library Strategy began in Q2, focusing on Member engagement with recommendations for resident engagement and/or public consultation being considered during Q3.
- 1.21 To support children having the best start in life, BELS continued to support Early Years in schools, private, voluntary and independent (PVI) early years settings and childminders with regular meetings during Q2. 2023 provisional achievement data from Barnet schools shows a big increase in Good Level of development at Early Years (now above national and in the 18th percentile).
- 1.22 A key focus for this theme is to support children and young people to adopt healthy lifestyles to prevent avoidable illness and improve their social, physical and mental wellbeing, including through integrated health and social care. The Children and Young People's Mental Health and Wellbeing Board has been fully established in Q2 with members from all provider trusts. Work is ongoing to enhance joined up working across the system and on pathways. Priorities for the Board in Q2 included sharing of performance data between services to establish the gaps and challenges, setting up a task and finish group led by the Royal Free London and the Barnet Enfield and Haringey Mental Health Trust, which will begin exploring a joint pathway for ADHD and autism diagnosis for under 7s, and introducing parent carer involvement to enhance the Waiting Room⁴ developed by Tavistock and Portman.
- 1.23 There were three celebration events during Q2: in July, the achievements and life journeys of our care experienced young people were celebrated at the summer celebration BBQ event,

³ A link to Our Plan for Barnet – Delivery and Outcomes Framework Report Q1 2023-24 can be found in Section 9, Background papers.

⁴ The Waiting Room is a new NHS website packed with mental health information and resources, designed to help users navigate support options for mental health and wellbeing. The website was co-produced with young people, families and professionals, and acts as a one-stop shop for information on specialist mental health services, voluntary sector organisations and self-management resources.

which more than 90 people attended; in August, the annual Summer Celebration for all children and young people in care, their carers, social workers and other Family Services staff was held and then the Barnet Carer Support Team hosted their first Special Guardianship⁵ Summer Fun Day, which gave children and young people an opportunity, as they had requested, to meet with other children who cannot live with their parents and live with grandparents, aunts, uncles and ex-foster carers. 44 Special Guardians, children and young people attended the event, enjoying a range of activities and food with overwhelmingly positive feedback from Special Guardians, children and staff.

- 1.24 Over the summer, support was offered to children and young people mental health with a campaign called Don't Hide Your Mind – Talk About It. This can be an extremely anxious time for young people, getting exam results, leaving school and trying to work out what is next for them. There was a prelaunch package during August to support young people during exam results weeks.
- 1.25 Additional recurring investment into the Children's Integrated Therapies services from the council (BELS) and Integrated Care Board (ICB) has been secured and further opportunities for funding and investment are being explored. Work took place in Q2 between the ICB, the Whittington, BELS and parent carers to establish the priorities for the core service delivery model. It is envisaged that one off investments will target where there are gaps in provision that the core funding/model cannot deliver including a focus on demand management and supporting children and young people without requiring an Education, Health and Care plan (EHCP). In addition, funding has been made available from the Department for Education and National Health Service England to implement the Early Language Support for Every Child (ELSEC) programme. Over the next two years this funding will be used to test, in partnership with the ICB and partner boroughs, new models of working to meet speech and communication needs of children and young people in education settings, by giving them swifter access to specialist support.
- 1.26 Following an Expression of Interest, Barnet has been selected by the Department for Education to be the Lead Local Authority for the London Change Programme Partnership (CPP). The other London partners are Enfield, Camden and Islington. There are 8 other CPPs nationally and each area has been awarded £5.8 million over two years. The SEND and Alternative Provision (AP) Change Programme is designed to test and refine proposed system-level SEND and AP reforms building the necessary evidence base to inform future decisions on embedding those changes across the system via legislation and/or funding.
- 1.27 Implementation of the Post-16 Education and Skills Strategy continued in Q2 and the latest published figures for young people who are not in employment, education or training (NEET) continued to be very low and the fourth best in the country.
- 1.28 In working towards the outcome of young people being safe and secure in Q2, public consultation commenced on the Tackling Violence and Exploitation Strategy, with focus groups held throughout August and September 2023 with children and young people, key stakeholders and voluntary, community, faith and social enterprise sector providers. A strategic needs assessment (SNA) is being undertaken in accordance with the Serious Violence Duty 2023; the draft strategy and SNA will be presented to the Overview and Scrutiny Committee on 7 November 2023 and a Serious Violence Strategy developed and implemented via the Safer Communities Partnership in 2024.

⁵ Special guardianship is a family court order that places a child or young person in long-term care with someone other than their parent(s). The person(s) with whom the child lives with will become the child's special guardian.

1.29 The Youth Justice Plan 2023 has been submitted to the Youth Justice Board and is awaiting feedback. The updated Youth Justice Plan will be presented to the Overview and Scrutiny Committee on 7 November 2023. Delivery of the Youth Justice Plan continued in Q2 and updates are presented quarterly at statutory Youth Justice Matters (YOT Management Board) meetings and the Safer Communities Partnership Board.

Living well

1.30 This theme focuses on positive outcomes for disabled residents and older people; ensuring residents can lead fit and active lives; and working to eradicate domestic abuse and violence against women and girls. This includes working to achieve more disabled people being employed by the council and partners; more older and disabled people, including with mental health needs and learning disabilities, can stay living in their own homes; residents experience high quality, joined-up health and care services, with positive outcomes; residents have a positive experience of social care services; there is social inclusion and representative access of older residents and those with disabilities in council and other services; residents can access and enjoy more opportunities for physical activity and lead more active lives; and working to eradicate domestic abuse and violence against women and girls.

1.31 In Q2, following the launch of the new employment support service⁶ in partnership with the West London Alliance in Q1, the service mobilised and has seen a significant uptake in referrals from Barnet. Performance data will be available from Q3. The council's carved employment⁷ scheme continued to progress in Q2: possible participants were referred to BOOST and received initial assessments and are waiting for suitable roles to be advertised. A number of roles have been identified: job specifications are to be defined then the service will work with HR to facilitate a trial day. In addition, support networks from outside agencies have been established to support applicants once in roles.

1.32 The specialist disability advisor recruited in Q1 continued to work with partners in Q2 to establish links and networks with the voluntary and community sectors and employers in Barnet, as well as carry a caseload. Demand is very high for the service and their capacity is being monitored to ensure cases are progressed and the best outcomes achieved. The inaugural disability employment forum will be held in October 2023 and will include feedback from a partner survey.

1.33 As part of the Autism Action Plan, following the pilot in Q1, the mental health and autism service with voluntary sector providers mobilised in September 2023. The purpose of this is to deliver therapeutic support to autistic adults who are experiencing mental health challenges. Preparation for the delivery of Oliver McGowan training⁸ continued including joint planning with the North Central London Integrated Care Board (NCL ICB) and was launched in September 2023.

1.34 A big factor in keeping people well and healthy is living in a home that suits them. The tender for the new accommodation and support service was issued in Q2 and bids from providers were assessed in September 2023. The service is working in collaboration with Barnet Homes

⁶ The new service has a remit to support people who have a long-term condition or are on long-term sick leave to find or return to work.

⁷ Carved employment or job carving is the act of analysing work duties performed in a given job and identifying specific tasks that might be assigned to an employee with severe disabilities.

⁸ The Oliver McGowan Mandatory Training on Learning Disability and Autism is a standardised training package to ensure that staff across health and social care develop a common understanding of key issues and that consistent language is used across health and care organisations.

on the agreed priorities under the housing strategies, and action plans are being developed along with proposals for oversight and governance. In Q2, a new system was implemented where the discharging social worker on a Pathway 3 care home admission retains the case to complete a post-discharge assessment and NHS Continuing Healthcare (CHC) work to reduce delays and improve the quality of service. There is therefore more opportunity to return people home after a short stay in a care home. The occupational therapy-led service is leading to improved outcomes for residents and a larger percentage of service users discharged with reablement are being supported back to their pre-hospital baseline without any ongoing support from the council. In October 2023, a workshop will be held to plan the expansion of the discharge model and an options appraisal has been drafted in Q2 to review and plan improvements to weekend hospital working; this will be finalised in Q3 before implementation.

- 1.35 One of the ambitions of this theme is to ensure that health, social care and associated services are more joined up in order to improve the access, experience and outcomes for residents. In Q2, following the facilitation of co-production sessions with residents and voluntary and community sector organisations across the borough, a Mental Health Charter has been developed which was launched on 10 October 2023. Barnet's first Dementia Strategy was published on the council website in August 2023 and implementation of the action plan, co-designed with partners and residents, commenced. Progress has been reported to the Aging Well workstream of the Barnet Borough Partnership.
- 1.36 A comprehensive action plan for the Barnet Suicide Prevention Strategy has been co-produced with a wide-range of partners: attention has been given to minimising the impact of the key risk factors for suicide across all age groups - children and young people, adults and older adults. A suicide prevention training programme has been commissioned and sessions will be delivered from October 2023. Barnet's borough-wide suicide prevention campaign, devised by Public Health, Communications (with contributions/input from Grassroots suicide prevention), Community Barnet and Andy's Man Club, won an award in October 2023 as part of the UKPHR Chamberlain Dunn Awards. Under the category of the Best Digital Initiative, aspects of the campaign that captured the judging panel included demonstration of strong partnership working, sensitive approach to a difficult subject, changing the way we work in terms of targeting campaigns using digital promotion and community engagement. Other councils are using Barnet's Suicide Prevention campaign as a case study.
- 1.37 Barnet is working to become a Dementia Friendly Borough and during Q2, attention has been given to the Dementia Friendly High Streets programme inviting businesses to sign up. Following the publication of Barnet's first Dementia Strategy, plans have been developed to raise awareness including filming individual case studies as well as dementia friendly communities to mark the achievement.
- 1.38 Following the launch of the Engagement and Co-production Strategy and Charter for Adult Social Care in November 2022, the Adult Social Care service have been working on embedding engagement and co-production even further into everything they do. The feedback process that was introduced in Q1 was rolled out across more teams in Q2, using learning from the initial implementation. There has been a lot of positive feedback about individual practitioners, and it has been possible to identify wider themes and share learning thanks to the increasing levels of feedback being received. Following review of the Resident Involvement Board, recruitment for the new board took place in Q2, with a high level of interest from residents who applied to be on the board. Voting has taken place and the new board was announced in September 2023 with the first meeting due to be held in Q3.

- 1.39 The council's engagement approach draws in a wide range of voices including adults with autism, mental health, learning disabilities, physical disabilities, sensory impairments, older adults and carers. Proactive community engagement has increased the visibility of the engagement and co-production approach in adult social care. The People's Voice group continues to grow each month, and these residents have contributed to working groups and wider council initiatives including the review of wellbeing provision in the borough, decision making on the implementation of accessible facilities for disabled residents via the Changing Places Toilet scheme, as well as autistic adult representatives helping to develop training for practitioners. Also in Q2, a framework has been developed to capture insights and measure impact from the ongoing engagement work, which will be analysed in Q3.
- 1.40 In working towards giving residents access to enjoy more opportunities for physical activity and lead more active lives, the Fit and Active Barnet (FAB) implementation plan continued to be delivered during Q2. Partner updates from Q1 were received and reviewed, Q2 updates are being collated and a FAB Board meeting is being convened in October 2023 to assess progress at the half year stage. One of the main agenda items will be to consider forming a small Executive with one representative from each of the key sectors to assist with effective management to reduce the burden on such a large administrative task and spread ownership of and engagement in the success of the strategy. The number of visits across Barnet leisure facilities dipped in Q2 (372,750) to below target (394,625), with the poorer summer weather especially impacting at Finchley Lido. GLL remain confident that the end of year target will still be achieved.
- 1.41 As part of the Living well theme, there is also an ambition to, in the long term, eradicate domestic abuse and violence against women and girls. From April 2023, Culturally Integrated Family Approach (CIFA) to Domestic Abuse perpetrator programmes have been introduced. The CIFA scheme provides tailored services that recognise differences in cultures and ethnicities to improve the support available to those experiencing domestic abuse.

Caring for Our Places

- 1.42 The Caring for Our Places pillar of Our Plan for Barnet consists of three themes: Safe, attractive neighbourhoods and town centres, Quality affordable homes and Borough of Fun.

Safe, attractive neighbourhoods and town centres

- 1.43 This theme focuses on the outcomes of town centres having good business health and vitality; consistent, high standards of cleanliness and care across all parts of the borough; and residents feeling safe. Town centres work in Q2 focused on the continuation of public realm improvements and creative placemaking started in Q1. As well as a variety of ongoing programmes of development and events, the service also developed internal processes to facilitate and coordinate the new Business Improvement District in Edgware which launched in September 2023, supported the conclusion of the Finchley Food Trail and secured £170,000 of Green and Resilient Funding from the Mayor of London for street trees and sustainable drainage systems (SuDS); proposals are being developed for Ballards Lane in Finchley Central.
- 1.44 To ensure high standards of cleanliness and care across the borough, the programme of residential street cleansing was completed in Q2 with over 2,000 roads attended, equating to 100% of the planned target. The service has been preparing for full leaf clearing operations, due to commence from 30 October 2023, but due to recent storms this work has been started early where capacity can be made available.

- 1.45 The community skips programme continued in Q2 with the service now operating on a business as usual basis. Collections of some reusable items including textiles, bikes and toys are in place, and some are reused in the North London Waste Authority's reuse shop. Skip locations and dates have been reviewed in advance of each phase but are largely established and published on the website in advance. Phase 4 locations are due to go live at the end of October 2023.
- 1.46 To support high standards of care, the Highways service continued to demonstrate strong performance in effectively managing and addressing Category 1, 2 and 3 defects throughout the network in Q2. The yearly inspection schedule met 100% performance target for completing all planned monthly inspections in Q2 and the target was exceeded for remedial works related to Category 1 defects, achieving 95% against a 90% target. In addition, for Categories 2 and 3, performance was 91% against a target of 90%. The Highway Investment Strategy has been developed and the outcomes are being built into the council's MTFS budget setting exercise. The strategy sets out the current network position with particular reference to footways and carriageways and identifies a range of investment options for consideration. These options will be assessed by the council management team and Cabinet Members and the intention is to report to Cabinet and Full Council in February 2024.
- 1.47 The next Safer Communities Partnership Board (SCPB) is on 24 November 2023 where an update of all activities and statistics of the Community Safety Team, police and partners will be presented. The report will document the work to date towards the priorities of the Community Safety Strategy and will highlight successes of projects and exercises carried out. During Q2, the Community Safety Hubs programme continued and is under review. Ward walks continued to be very successful in Q2 and are recognised as a tool for increased communication with councillors and residents for a range of issues encountered, such as crime, anti-social behaviour, fly tipping, street lighting, CCTV and street cleansing. A report detailing the review of the hubs and ward walks will be presented at the SCPB in November 2023.
- 1.48 The new Colindale CCTV control room went live on 25 September 2023. A formal launch of this facility took place on 3 October 2023 to which the Leader and relevant partners were invited and it was also covered in internal communications and social media. The CCTV project continued to assess and install new CCTV sites across the borough in conjunction with the rollout of the fibre west programme. Finally, Public Spaces Protection Orders (PSPO) enforcement continued across the borough in Q2, with the parks patrol included at weekends. The project concluded at the beginning of October 2023 and a Parks project evaluation report will be presented at SCPB in November 2023.

Quality, affordable homes

- 1.49 The outcomes for this theme are that residents experience regeneration that benefits local communities and improves wellbeing; there is increased supply of new homes in the borough including social rented homes; all council homes are safe, warm and sustainable; private sector licensing schemes are effective and improve quality in the private rented sector; and nobody is sleeping rough. In regeneration, following the approval of the Housing Strategy by Cabinet in July 2023, work in Q2 was focused on engaging with a range of services to inform the implementation plans. The development of Brent Cross Town continued in Q2: the Brent Cross West station is on track to open in Q3, Whitefield Estate low rise replacement homes are due to complete in November 2023, with residents moving to their new homes in Q4, and the topping out⁹ of plot 12 took place. Plot 12 will be replacement housing for the Whitefield

⁹ In building construction, topping out (sometimes referred to as topping off) is a builders' rite traditionally held when the last beam (or its equivalent) is placed atop a structure during its construction.

Estate high rise. At Grahame Park, construction of Plot A continued to progress and Wates continued to hold coffee mornings that residents can attend. The Secretary of State for Levelling Up, Housing and Communities confirmed the compulsory purchase order (CPO) number 2 on 17 July 2023. The council and Barnet Homes are also progressing a scheme to bring forward the regeneration of the north east corner of the Estate with work underway to prepare for the launch of a procurement process for a delivery partner. It is expected that the procurement will launch in Q3.

- 1.50 During Q2, a programme has been developed for delivery of the Connected Places agenda, including the steps required to draft an outline business case in spring 2024. The West London Alliance submitted a bid to the Department for Science Innovation and Technology (DSIT) for a 5G innovation region and if successful, Barnet will secure a portion of the funding. In terms of deployment of the new CCTV Fibre Broadband network, 116 circuits have been completed with 11 outstanding and the control room has been relocated to the borough. A contract with BT for five years has been signed for the CCTV network ‘overlay services’.
- 1.51 Development of new homes continued in Q2 and there has been good progress with the 1000 homes programme. In August 2023, the council exchanged contracts to acquire 249 homes within the Colindale Gardens Schemes. These will all be let at London Affordable rents and so will contribute to the 1000 council homes commitment in Our Plan for Barnet.
- 1.52 As part of the Building Safety Act 2022¹⁰, there was a requirement to register all in scope buildings by 30 September 2023. 15 buildings were found to be in scope in Barnet and all have been registered on time. Further external wall surveys have been approved and are underway for blocks between 11 and 18 metres in height, due for completion in May 2024. All properties continued to be subject to regular compliance checks including, but not limited to, electrical, gas, water, asbestos and fire safety checks in accordance with the relevant regulations.
- 1.53 Two out of the three performance targets relating to compliance checks were met for Q2, with the third indicator (% of tenanted council properties compliant with the Decent Homes Standard) showing an improvement on Q1, but just missing the target (99.5% against a target of 100%). This equates to 46 properties, which currently do not meet the standard. These are all in progress with appointments booked.
- 1.54 In June 2023, following a serious fire at Moss Hall Grove where one house caught fire and spread to three other linked properties in the block, concerns were raised about the fire safety integrity of this type of construction. In Q2 a review of UPVC and timber clad/timber frame houses commenced to identify whether remediation is required.
- 1.55 A comprehensive online licensing system for the planned selective licensing schemes was procured in Q2 and is planned to be installed in Q3. Once in place, the designation for the first Selective Licensing Scheme will be signed giving three months before scheme commencement. The consultation which commenced in Q1 for proposals for a privately rented property licensing scheme was completed in Q2 and findings are being collated for review in Q3.
- 1.56 Homelessness and rough sleeping remain challenges for Barnet, as in all London boroughs, but the new Homelessness and Rough Sleeping Strategy, approved at Cabinet on 18 July 2023 sets out how over the coming five years the council will prevent homelessness and support those who face or are at risk of becoming homeless. Several new performance indicators have been introduced to monitor the effectiveness of the initiatives being implemented and the number

¹⁰ The Building Safety Act 2022 is primary legislation which establishes in law a framework for building safety both during design and construction and in occupation.

of homelessness preventions in the first half of the year (633, for Q1 and Q2) exceeded the target of 474.

Borough of Fun (Transformation workstream)

- 1.57 This theme focuses on the outcomes of residents pulling together to improve local areas; residents think the council is making the local area a better place to live; achieving London borough of culture status – with residents experiencing a fun borough; and delivering an increased quality and investment in sports facilities, libraries and other public spaces. Key to achieving these outcomes is ensuring there is provision of appropriate spaces, supportive infrastructure and robust structure (policies and strategies) to facilitate opportunities to have fun. Development of the draft Community Assets Strategy continued in Q2, with feedback received from the Estates service on the way buildings are being used as well as feedback from some of the organisations using community assets. Follow up with the remaining organisations who have not yet responded is underway. Implementation of the Civic and Community Events Policy continued in Q2, enabling community groups to apply for grant funding through the council in order to put on community events with the aim of fostering community cohesion and celebrating the culture of our borough. In Q2, 13 events took place celebrating occasions such as South Asian Heritage Month, Pride and the International Women’s Day Awards.
- 1.58 Delivery of a range of projects to improve the public realm and highways in town centres continued in Q2 such as the launch of the Finchley Central Open Gallery pop up that will form the foundation for the permanent Open Gallery, which is due to be delivered in 2024. The service worked on public realm proposals for Golders Green and development of the Burnt Oak improvement project, and design proposals were finalised for the public space improvement works on the Talley Ho, North Finchley. The improvements will support the delivery of the North Finchley community cultural events programme, due in late spring/early summer 2024.
- 1.59 The Events in Parks Policy was approved at Environment Committee in March 2023 and following on from Q1, further improvements to the look and feel of the website, as well as guidance for residents were implemented in Q2. 18 events took place in parks during Q2, with estimated attendance of over 53,000 people. A wider project is underway to review the process for all types of events across the council, with the aim of making holding an event in Barnet easier while upholding the required safety standards. The recommendations from this should be finalised during Q3.
- 1.60 In Q2, work continued to draft the bid for London Borough of Culture 2027: a communications campaign and residents survey was launched called ‘Our Barnet Canvas’ with over 1000 respondents as well as an engagement programme with sessions involving the art, community and heritage sector. A draft application is to be submitted to the Greater London Authority (GLA) for review, leading up to the final submission. To develop the new Arts and Culture Strategy, a workshop took place with the Culture Steering Group to identify draft priorities for the strategy, and Create London have begun work on the Barnet Cultural Legends Project, which will recognise historic figures from the borough through a contemporary take on the blue plaque scheme. In addition, a total of 320 events and activities were delivered by or in partnership with libraries across the borough with over 7,000 attendees. This is a reduction compared to Q1, due to the planned pause of some activities over the summer in order to deliver the Summer Reading Challenge - this year entitled Ready, Set Read. Over 2,300 children between the ages of 0 and 12 participated in this year's challenge, which is an 18% increase on participation levels in 2022. The Creative Communities programme of events continued from September 2023.

1.61 The council has made a commitment to create and provide new and enhanced opportunities for all residents to have an opportunity to get involved in the many great sports and physical activities across the borough. Key activities in Q2 to achieve this included the redevelopment of Finchley Lido Leisure Centre, for which public consultation and engagement was undertaken, such as community conversation workshops, drop in sessions and an online survey; the results will be collated in Q3 and assessed alongside the development of an outline business case. A consultation and engagement plan was drafted for the development of West Hendon Playing Fields and this is being delivered in Q3. The tennis improvement programme, including the rollout of the season ticket pricing model which started on 4 September 2023, was completed in Q2 and the play consultation for Barnet Playing Fields was also completed, including two drop in events. Responses have been collated and the draft design to improve the provision of play facilities produced. Implementation activities will be carried out in Q3.

Caring for the Planet

1.62 The Caring for the Planet pillar of Our Plan for Barnet consists of three themes: Journey to net zero, Enhancing the local environment and Enhancing green spaces.

Journey to net zero (Transformation workstream)

- 1.63 The outcomes for this theme are that Barnet council is net zero by 2030; Barnet borough becomes net zero by 2042, with a reduction in carbon emissions in the short term; residents and businesses benefit from green opportunities, skills and employment; and there is an increase in greener travel. In Q2, work continued to prepare the council's annual carbon baseline for 2022-23 which is anticipated to be completed in Q3 and a report drafted with the findings to present progress towards net zero.
- 1.64 Progress in delivering the actions from the Sustainability Action Plan continued through the individual themes to reach net zero as an organisation. Notably, in the Built Environment theme, retrofit programmes have continued to progress for both residential and non-residential buildings. Following the award of £2.9 million grant funding from the Social Housing Decarbonisation Fund (SHDF) in Q1 to enable the delivery of fabric first retrofit to 238 homes over the next two years, planning permission has been granted for the first batch of homes and Barnet Homes are proceeding with works. 'Deep' retrofit works are also being finalised for a school caretakers' home to at least EPC-B with gas free heating.
- 1.65 The council has been working with other local authorities and external consultants to assess options for renewable energy procurement through a joint power purchase agreement (PPA). The aim of this project is to further reduce the council's carbon footprint and scope 1 and 2 emissions, whilst delivering a return on investment.
- 1.66 The council's response to the Citizens' Assembly recommendations was drafted in Q2, and the full response will be launched to assembly participants in November 2023. Work has commenced in collaboration with TPXimpact to develop community action groups who will deliver recommendations from the Citizens' Assembly, alongside partners, community groups and the council.
- 1.67 The Carbon Reduction Crowdfund was launched in September 2023, with a total of £50,000 from the council's Carbon Offset Fund being offered to support community net zero projects.
- 1.68 Rollout of the Net Zero Decision Making Tool (NZDMT) also commenced across the council in Q2. The tool is designed to support the embedding of sustainability within decision-making processes and will be launched in full in Q3.

- 1.69 As part of becoming a net zero borough, the council wants to minimise the production of waste across the borough and enable all residents to have access to sustainable waste disposal choices. The council’s Reduction and Recycling plan 2023-25 was approved by Cabinet on 5 September 2023 and submitted to the GLA, with a range of actions to support waste reduction, recycling, reuse and repair. The council is also participating in another campaign with the North London Waste Authority (NLWA) (“Together we Recycle”) which aims to encourage residents to recycle more and recycle correctly.
- 1.70 In working towards the outcome of residents and businesses benefit from green opportunities, skills and employment, the aim is to leverage opportunities to make Barnet an attractive place for sustainable business and investments, as well as upskilling our communities to take advantage of new green job opportunities and green technology. In August 2023, initial conversations took place with representatives from all the key housing providers with significant numbers of homes in Barnet to review plans, timelines and scale for social housing retrofit programmes. Although none of the providers were able to confirm details of their timescales and plans yet, there was a good level of engagement and the service will keep the lines of communication open in order to ensure unemployed residents can benefit from training and employment opportunities as programmes progress.
- 1.71 In supporting the decarbonisation of the transport network, the council has completed a transport decarbonisation study to assess Barnet’s transport emissions baseline, and conduct scenario modelling on priorities to reach net zero. The study will in time inform the development of the Transport Strategy, as well as direct investment in sustainable travel choices. To encourage greener travel choices, a programme of work to increase electric vehicle charge points across Barnet is underway. Following a procurement exercise through the Oxford City Council Dynamic Purchasing System, a contract was awarded to Trojan Energy for the supply, installation and management of 793 non-lamp column charge points. Section 17 notices¹¹ have been issued to the first batch of streets, with installations due to begin in October 2023.
- 1.72 A procurement exercise for the installation of 500 lamp column charge points, with the option to call off a further 2,500 throughout the term of the contract commenced in Q2. Tender submissions were returned on 30 August 2023 and evaluation is underway, including a representative of the Sustainability Team.

Enhancing the local environment

- 1.73 There is one overarching outcome for this theme which is to make neighbourhoods clean and green. To deliver this, the key activities are to deliver a range of flood risk improvements such as the annual programme of gully cleanses, and to move to shift to a circular economy – where people reuse, recycle and repair as many things as possible.
- 1.74 The Highways Gully Programme continued to advance as planned in Q2, surpassing expectations with an average completion rate of 97%, well ahead of the yearly 90% target for scheduled gully cleaning. By the end of Q2, 15,154 of the 22,348 planned gully cleans for the year have been completed, equating to 68% of the annual goal.
- 1.75 The Local Flood Risk Management Strategy (2023-29) was approved by Cabinet on 5 September and is publicly available along with the action plan. A range of flood risk preventions have been

¹¹ Section 17 (London Local Authorities and Transport for London Act 2013) is part of London’s electric vehicle charge point installation regulations. It stipulates that a notice be posted on/near the site to inform the public of the authority’s intention to place a charge point in this location and that materially impacted property owners be notified.

delivered during Q2, such as CCTV surveying of priority 1 culverted watercourses across the borough, enhanced cleaning of high-risk gullies and consultation for the Friary Park Flood Alleviation Scheme, which is co-funded by Thames Region Flood and Coastal Committee Natural Flood Management (TRFCC NFM) funding and involves a range of flood management measures. Consultation will end on 25 October 2023, with construction anticipated to commence in early 2024. Under the Environment Agency's Flood and Coastal Erosion Risk Management (FCERM) Programme, the first scheme, Muswell Hill Critical Drainage Area, started construction in August 2023 and is due for completion by January 2024.

- 1.76 To work towards the shift to a circular economy, in Q2, work has been carried out to design a Reuse Behaviour Change project in collaboration with the North London Waste Authority (NLWA). Draft communications messaging was tested with a sample audience and other NLWA borough contacts and is now being refined, ahead of the project going live, planned for January 2024. In addition, waste gathered from the community skips is being sent for reuse, repair and recycling wherever possible as detailed in paragraph 1.45.

Enhancing green spaces

- 1.77 This theme focuses on the outcomes of having improved quality and provision of parks and open spaces, playing fields, woodlands and small green spaces; Barnet being an increasingly biodiverse borough, with diverse fauna and species; and the council planting 1000 trees a year, with more trees in areas with lower canopy cover. Key to delivering these outcomes is the development of a new Parks and Open Spaces Strategy and a Nature Recovery Strategy. In Q2, Land Use Consultants (LUC), who were appointed in Q1 to develop these strategies, began scoping out the various stages of the programme including the delivery of engagement and consultation activities to co-design these new strategies. They have also begun to undertake assessments of the borough's Sites of Importance to Nature Conservation (SINC). These surveys will be continued in 2024 during the spring/summer surveying season for flora and fauna.
- 1.78 There is also an ambition to create an award-winning strategic tree planting programme that aims to tackle inequalities and supports climate resilience. Implementation of the new Tree Policy continued in Q2, and in August 2023 an interactive portal, the Community Tree Portal, went live. This allows residents and anyone to see all the trees on public land we have inspected including species, dimensions, photographs, inspections, i-Tree Ecosystem services values for each tree and works carried out. Engagement was positive and it was the lead story in that week's Barnet First eNewsletter, generating more engagement than any other item in the issue.
- 1.79 Applications have been submitted to both the Urban Tree Challenge Fund, administered by the Forestry Commission, and the Local Authority Treescape Fund, administered by DEFRA (Department for Environment, Food and Rural Affairs) for funding to pay for the 1,000 tree planting target for this year, along with previous grants.

Engaged and Effective Council

- 1.80 The Engaged and Effective Council pillar of Our Plan for Barnet consists of six themes: Community participation, Working in partnership, Neighbourhood working, Improving access to services, Financially responsible and A great place to work.

Community participation (Transformation workstream)

- 1.81 There are two outcomes for the Community participation theme – that residents feel informed about what the council does; and the council acts on the concerns of local residents and involves them in decision-making.

- 1.82 To help residents feel informed about what the council does, improving transparency is a key objective. In Q2, the actions relating to the Open Barnet Data Portal have been completed and the ongoing refresh of datasets and routine health checks against the Local Government Transparency Code have been incorporated into business as usual activities. This work has enabled 28% of Freedom of Information (FOI) requests to be answered with published data in Q2, as well as enabling residents to self-serve and access required data directly, by-passing the need to submit an FOI request. The next review of the published datasets, and health check against the Government Transparency Code will be completed in October/ November 2023 and the outcomes reported in Q4.
- 1.83 Listening to residents is also an area of focus and two Leader Listens took place in Q2, taking the total to seven. The first took place at the Jewish Deaf Association with deaf/hard of hearing residents. This was attended by 30 individuals who were very appreciative of the Leader visiting and the session itself. The other session took place at Hendon Town Hall with domestic violence survivors, another priority group. This had over 40 attendees and was well-received. Council services were also present and distributed flyers with information on council services and support available. A review has been carried out in September and October 2023 to determine the success of Leader Listens, with a survey being sent out to all visited groups to see what improvements and learnings can be taken. Results will be analysed and next steps agreed in Q3.
- 1.84 To help achieve the outcome of acting on residents' concerns and involving residents in decision-making, the council has adopted new governance arrangements, with additional ways that residents can become involved in meetings, at Annual Council on 23 May 2023. A highlight for Q2 was the enabling of the hybrid meeting functionality at Hendon Town Hall. This means both residents and council officers can join council meetings remotely, making them more accessible. Arrangements to monitor the level of engagement with the democratic process, such as attending a committee in person, watching a live or recorded webcast meeting, participating in a hybrid meeting, asking questions, making a comment, submitting a deputation or petition and applying for Area Committee funding, continued in Q2. Two deputations were submitted in Q2 and responded to accordingly; and further data will be included in future reports once a baseline has been established.
- 1.85 New Local were commissioned in Q1 to help produce an updated Community Participation toolkit. This has been developed in Q2 and a complete text version toolkit is in circulation and undergoing final amendments. A set of videos has been produced with residents talking about their experiences of engaging with the council, which will be used to bring the content to life in the various sections of the toolkit. Work is underway to build the webpages that will host the resources, and it is expected that the final version will be published at the end of October 2023.

Working in partnership

- 1.86 The aim of this theme is to further develop as an organisation that builds relationships, empowers our partnerships and acts as an enabler of discussion and change achieving the outcomes of partners telling us they feel like valued equals in their relationship with the council; and the voluntary and community sector flourishing and being seen as a beacon for London/the UK.
- 1.87 The Barnet Together Alliance, established in 2018, is a long-term, cross-sector partnership with the council, which increases development and capacity building support for Barnet's vital Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, enabling the borough to

strengthen, innovate and thrive. The aim of the partnership is to help create and deliver more borough-wide services and opportunities, based on real partnership and active collaboration.

- 1.88 On 2 October 2023, the Barnet Together conference took place at the RAF Museum. Many of Barnet's partners who work in, and for, the community came together to talk about our shared vision and strategies for the future to deliver the best possible outcomes for residents. This was the second conference of this kind that has been held and it has supported the aim of ensuring that the council and partners work together in a more joined-up way, particularly taking into account the conference's theme "Stronger Together: Addressing Inequalities in Barnet".
- 1.89 The Barnet Together memorandum of understanding was agreed in Q2, and the alliance had its first quarterly meeting with the Cabinet lead on 20 September 2023. The main topics of discussion were the importance of collaboration in the sector and how to better support smaller groups. We are systematically mapping the partnerships and organisations. A comprehensive and up-to-date directory which includes strategic, commercial and VCS partners, can help the council and organisations to find the right partner and join up organisations with common goals and interests.

Neighbourhood working (Transformation workstream)

- 1.90 This theme focuses on the outcome of residents and community groups telling us they are being listened to and encouraged to participate in shaping their communities. To work towards this, activities have included the Grahame Park pathfinder project (part of the transformation programme and Community Participation Strategy) which is being used as a concept piece to create an established Neighbourhood Working model that can be deployed throughout the borough. Following on from activity in Q1, two further sessions of the revised Grahame Park Strategic Group (GPSG) took place and meetings are to be held every six weeks. All of the project groups have been launched, bringing together a variety of partner organisations to further shape the activities taking place within Grahame Park East. One engagement project of note called Reimagine the Concourse was launched in Q2, involving the council working with local residents and Voluntary, Community, Faith and Social Enterprise (VCSFE) sector groups to co-design new community uses for the commercial units at the heart of the estate. A review of the availability of commercial premises and the placement of current organisations within them will commence in Q3.
- 1.91 A report on the East Barnet project was prepared in Q2. An initial playback meeting took place on 17 October 2023 and the feedback was incorporated into the report so it could be finalised and shared more widely. The East Barnet community assets research conducted by Neighbourly Lab has been completed and the first findings were received in October 2023 for review. 12 in-depth resident ethnographies have been conducted, as well as the co-creation of a digital community map, showing the primary places visited and used by the community.

Improving access to services (Transformation workstream)

- 1.92 This theme focuses on the outcome of residents finding it easy to access council services. To deliver this, good progress has continued in Q2 on delivering the Resident Experience programme with a wide range of improvements and enhancements to technology and processes.
- 1.93 Repeat callers continued to be the main areas of focus for telephony and during Q2, key areas of focus included Council Tax change of address and Council Tax recovery, parking permit applications and Street Scene missed collections. A wider piece of work commenced for Revenues and Benefits where the key focus is on the quality of correspondence, improving

general contact forms and digitising the overpayments service. A number of improvements were implemented in Q2 including accessibility fixes, forms improvements and website improvements. The impact of this is evident in the customer satisfaction scores: satisfaction with the telephony experience remaining high at 93.4% (an improvement on Q1, 92.7%).

- 1.94 During Q2, the resident experience team have completed the next phase of holistic support design review to improve the front door (transformation programme). This phase was carried out with stakeholders from key delivery gateways including BOOST, Customer Support Team, Welfare and Benefits team, and Libraries. This will move into a prototyping phase with teams to start testing new ways of working and assess the biggest impact on our residents.
- 1.95 The face-to-face team continued assisting residents with Blue Badge and Disability Freedom Pass applications. A total of 80 residents were supported in Q2. In August 2023, school admissions drop-in sessions were introduced at Chipping Barnet library. Six sessions have been held to date and 42 residents have been supported with their primary and secondary school applications. Four further sessions are being planned at Osidge library and sessions at other libraries are being considered.

Financially responsible

- 1.96 This theme focuses on the outcome of the council being able to balance our budget without cutting services, for which the Medium Term Financial Strategy (MTFS) and budget monitoring are critical to delivery. The Q1 2023-24 Financial Monitoring report was presented to Cabinet on 5 September 2023 and the recommendations within it were approved or noted as required. A link to the report can be found in Section 9 Background Papers.
- 1.97 The next updates from Finance on 2023-24 in year monitoring will be presented to Overview and Scrutiny on 7 November 2023 (Q2 2023-24 Financial Monitoring) and Cabinet on 14 November 2023 (Q2 2023-24 Revenue and Capital Forecast Outturn).
- 1.98 The MTFS will be presented to Overview and Scrutiny Committee on 21 November 2023 (Budget Scrutiny Meeting) and Cabinet on 12 December 2023 (Business Planning 2024-2030 and In-Year Budget Management 2023-24).

A great place to work (Transformation workstream)

- 1.99 This theme has three outcomes: that staff feel valued; staff tell us they feel proud to be part of Team Barnet; and the council is a truly inclusive employer (including in the way it recruits and develops staff). The ambition is for the council to be an employer of choice, that attracts the best staff and people feel proud to work for the council. In Q2, development and promotion of the employee brand continued. Improved recruitment in Family Services has been successful with a number of vacancies filled in Q2 and targeted recruitment campaigns commenced in other "hard to attract" areas such as Planning, Highways and Adults Services. The review of the "employee voice" was completed, including a fresh approach to staff surveys and a number of other recommendations which will be reviewed by the council management team. The review of organisational development (OD) was also completed, and the outcomes are informing the way the council approaches OD in the future.
- 1.100 The Equality, Diversity and Inclusion (EDI) action plan, which was developed in 2022-23, continued to be implemented in Q2 and monthly monitoring is in place via the EDI Steering Group. Achievements in Q2 included the completion and agreement of the Menopause Policy, which was launched at a breakfast briefing on World Menopause Day (18 October 2023), preparation for the Incidents of Cultural Exclusion log pilot which will commence in November 2023 and agreement to review facilities such as the quiet space, faith room, breast feeding

room and changing facilities at Colindale in collaboration with the Facilities and Safety, Health and Wellbeing (SHAW) teams.

- 1.101 Finally, to support staff in maintaining a good work life balance and in looking after their physical wellbeing and mental health, the Workplace Wellbeing Strategy has been reviewed to ensure it remains relevant. The draft workplace wellbeing action plan was discussed at the Workplace Wellbeing Group in September 2023 and the amendments will be incorporated in Q3 before being sent to stakeholders for comments.

2. Alternative Options Considered and Not Recommended

- 2.1 None.

3. Post Decision Implementation

- 3.1 None.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 This report provides an update on activity and performance for Q2 2023-24 to demonstrate the progress that is being made on delivering against the outcomes the council has committed to working towards in Our Plan for Barnet, using the activities and performance indicators captured in the Delivery and Outcomes Framework.
- 4.2 The purpose of the Delivery and Outcomes Framework is to answer the “so what?” question, the presumption being that the successful delivery of defined activities will have a positive impact on outcomes for residents.

Corporate Performance / Outcome Measures

- 4.3 The Delivery and Outcomes Framework is the means through which we provide assurance that the council’s priorities are being delivered as planned and highlight any potential areas of concern. It focuses on the key activities being carried out under each theme and the most appropriate way of measuring the progress and impact of these activities. This includes a combination of *Outcome* Indicators that measure impact (e.g. percentage of residents who report that it is easy to access council services), *Key Performance* Indicators that measure activity (e.g. percentage of cases resolved using self-service via online forms and automated phone lines) and a narrative on progress against key activities.

Sustainability

- 4.4 There are no direct impacts on sustainability from noting the recommendations.

Corporate Parenting

- 4.5 In July 2016, the Government published their Care Leavers’ strategy Keep on Caring which outlined that the “... [the government] will introduce a set of corporate parenting principles that will require all departments within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.’
- 4.6 The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:

- To act in the best interests, and promote the physical and mental health and well-being, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and young people for adulthood and independent living.

4.7 This report provides an update on activities across the council in relation to Our Plan for Barnet. Any implications to corporate parenting would be considered by the appropriate service and incorporated into decision making as required. There are no direct impacts on corporate parenting from noting the recommendations.

Risk Management

4.8 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and the high-level (scoring 15+) risks for Q2 are included in this report in Appendix B, as well as being reported to GARMS as part of a wider corporate risk report.

4.9 All risks have been mapped to the pillars and themes of Our Plan for Barnet and many relate to business as usual activity, whereas this report focuses on the specific activity in Our Plan.

Insight

4.10 In developing Our Plan for Barnet, insight and intelligence data has been used to identify priorities and support decision-making. The Delivery and Outcomes Framework brings together data from across the organisation into one place, allowing a comprehensive view of progress and performance against the pillars and themes of Our Plan for Barnet. Once the Delivery and Outcomes Framework has been established, analysis of the data will include comparison against external benchmarking data to help identify areas of best practise or where further focus might be required.

4.11 Benchmarking data for the indicators in the Delivery and Outcomes Framework is limited because many of the indicators are specific to Barnet, or data from other local authorities is not publicly available. However, where information could be sourced, this has been included in Appendix C and this aspect of the reporting will be developed further over the coming year.

4.12 Following the launch of the new online tool - Local Authority Data Explorer for the Office for Local Government (Oflog)¹² - Barnet's data for the selected metrics have been included in Appendix D along with comparative data for the borough's nearest neighbours and the England median.

Social Value

¹² This tool brings together a selection of existing metrics across a subset of service areas for data that is available at different levels of local authority. Further service areas will be added, and existing areas expanded, as the metrics are developed.

4.13 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 A budget report is provided separately to Cabinet.

6. Legal Implications and Constitution References

6.1 The council's Constitution, Part 2D Terms of Reference and Delegation of Duties to the Cabinet, sets out the functions of the Executive (Cabinet) which includes responsibility for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the council.
- Monitoring the implementation of the budget and financial strategy.
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the council's Policy Framework and implementing those approved by Council.
- Approving policies that are not part of the policy framework.
- Management of the council's Capital Programme.

7. Consultation

7.1 Obtaining resident feedback has formed part of the development of Our Plan for Barnet and there are a number of performance indicators from the Residents' Perception Survey in the Delivery and Outcomes Framework. This helps to inform service delivery, service development and service improvement.

8. Equalities and Diversity

8.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

8.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

8.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups.

This is also what we expect of our partners.

8.4 This is set out in the council's Equalities Policy, which can be found on the website at:
<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

9. Background Papers

- 9.1 Our Plan for Barnet:
<https://barnet.moderngov.co.uk/documents/s76605/Barnet%20Corporate%20Plan%202023-26.pdf>
- 9.2 Update on the Health and Wellbeing Strategy on 28 September 2023:
<https://barnet.moderngov.co.uk/documents/s80044/23-09-18%20-%20JHWBS%20Implementation%20Report%20FINAL.pdf>
- 9.3 Reducing Poverty, Cabinet report on 18 October 2023:
[Cabinet Report - Reducing Poverty.pdf \(moderngov.co.uk\)](#)
- 9.4 Social Value, Cabinet report on 18 October 2023:
<https://barnet.moderngov.co.uk/documents/s80338/Cabinet%20Report%20-%20Updated%20Social%20Value%20Policy.pdf>
- 9.5 Family Services Quarterly Update:
<https://barnet.moderngov.co.uk/documents/s79916/Family%20Services%20Quarterly%20Update%20September%202023.pdf>
- 9.6 My Say Matters Update:
<https://barnet.moderngov.co.uk/documents/s78340/My%20Say%20Matters%20Update.pdf>
- 9.7 Our Plan for Barnet – Delivery and Outcomes Framework Report Q1 2023-24:
<https://barnet.moderngov.co.uk/documents/s79681/Our%20Plan%20for%20Barnet%20Delivery%20and%20Outcomes%20Framework%20Q1%202023-24.pdf>
- 9.8 Chief Finance Officer Report – 2023/24 Quarter 1 Financial Forecast and 2023/24 Budget Management
<https://barnet.moderngov.co.uk/documents/s79722/Q1%20Financial%20Forecast%20and%20Budget%20Management.pdf>

Delivery and Outcomes Framework - Performance Detail by Pillar

The tables below set out performance in detail for the key performance indicators and outcome performance indicators agreed for the Delivery and Outcomes Framework, by pillar and theme.
 For existing performance indicators, a baseline position has been provided; this is an annual figure for 2022-23 or the latest available year if reported in arrears.
 For new indicators that have been developed in order to monitor the progress of delivering Our Plan for Barnet, performance will be monitored during 2023-24 and a baseline for the year provided at the end of 2023-24.
 For indicators with an annual reporting frequency, performance will be reported at the end of 2023-24.

Key:		Performance has met or exceeded target
		Performance was within 10% of the target
		Performance has not met target by 10% or more
		Target is Monitor so a RAG status cannot be determined

Caring for People - Key Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Tackling inequalities	Number of sites in Barnet that are classed by the Alzheimer's Society as being Dementia Friendly	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	12	Q2 2023-24	Monitor	15	Improved	
	Social Prescribing - Number of people in contact with Social Prescribers/Prevention and Wellbeing Co-ordinators	Quarterly	Bigger is better	Number	Year to date	2022-23	7521	Q2 2023-24	Monitor	2297	Worsened	Worsened based on half of 2022-23 outturn as this is for the whole year
	Number of trained Mental Health Champions in the community	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	300	Q2 2023-24	Monitor	280	Worsened	
	Number of schools on the Resilient Schools Network	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	81	Q2 2023-24	Monitor	81	Same	
	% of people quitting smoking after using a Local Authority funded or delivered service	Quarterly	Bigger is better	%	Snapshot for period	2022-23	54.3	Q1 2023-24	Monitor	51.8	Worsened	Q2 data will not be available until the start of December.
	% of Year 6 pupils who are obese (including severe obesity)	Annual	Smaller is better	%	Snapshot for period	2021-22	34.9	Data reported annually		Not applicable	Benchmarking data for these indicators is available as part of Appendix C, Latest Available Benchmarking Data	
	% of adults (aged 18+) classed as overweight or obese	Annual	Smaller is better	%	Snapshot for period	2021-22	7.1	Data reported annually		Not applicable	Benchmarking Data	
	Cumulative % of the eligible population aged 40-74 offered an NHS Health Check who received one	Quarterly	Bigger is better	%	Year to date	2022-23	26.9	Q1 2023-24	Monitor	29.5	Improved	We are awaiting Q2 data, which has been delayed by a reporting issue with the GP EMIS data system. The issue has been escalated but not yet resolved.
	Food Dashboard indicator - Food Bank usage and Healthy Start uptake	Quarterly	Smaller is better	Number	Snapshot for period	2022-23	36289	Q2 2023-24	Monitor	37777	Worsened	
	Number of businesses involved in the Healthier High Streets programme	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	52	Q2 2023-24	Monitor	107	Improved	
	Prevalence of Diabetes in the adult population (measured by QOF prevalence (17+ years))	Annual	Smaller is better	%	Snapshot for period	2021-22	6.7	Data reported annually		Not applicable	Benchmarking data for these indicators is available as part of Appendix C, Latest Available Benchmarking Data	
	Prevalence of Dementia (measured by QOF prevalence (all ages))	Annual	Smaller is better	%	Snapshot for period	2021-22	0.6	Data reported annually		Not applicable	Benchmarking Data	
	Number of residents supported through digital skills drop-ins and training activities	Annual	Bigger is better	Number	Year to date	Not applicable	New measure	Data reported annually		Not applicable		
	Number of residents provided with free devices or vouchers for free / cheap connections.	Annual	Bigger is better	Number	Year to date	Not applicable	New measure	Data reported annually		Not applicable		
	Number of businesses supported with digital skills and improved connectivity.	Annual	Bigger is better	Number	Year to date	Not applicable	New measure	Data reported annually		Not applicable		
Number of health and wellbeing events taking place in libraries	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	135	Not applicable		
Reducing poverty	Financial support awarded to residents	Quarterly	Bigger is better	£	Year to date	Not applicable	New measure	Q2 2023-24	Monitor	£1.109m	Not applicable	
	% of residents completing the benefit calculator then going on to visit webpages to apply for national benefits such as Universal Credit and Pension Credit.	Quarterly	Bigger is better	%	Year to date	Not applicable	New measure	Q2 2023-24	Monitor	42	Not applicable	
	Number of job starts following Employment Projects	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	509	Q2 2023-24	Monitor	122	Improved	Improved based on a quarter of 2022-23 outturn as this is for the whole year

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
	Number of jobs sustained for 3 months	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	293	Q2 2023-24	Monitor	62	Worsened	Worsened based on a quarter of 2022-23 outturn as this is for the whole year
	Number of locations offering employment support services	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	8	Not applicable	
	Number of job starts in Growth Sectors	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	36	Not applicable	
	Number of businesses and partners who pay the London Living Wage	Quarterly	Bigger is better	Number	Year to date	31/03/2023	39	Q2 2023-24	Increase	41	Improved	
Living well	Number of visits across Better leisure facilities	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	1,436,109	Q2 2023-24	394,625	372,750	Worsened	Poor weather during the summer period dampened attendance – especially at Finchley Lido. GLL remain confident that end of year target (1,578,500) will still be achieved. Note - The annual target was divided into four equal quarterly targets without reference to seasonal patterns.
	Proportion of adults in contact with secondary mental health services living independently, with or without support	Annual	Bigger is better	%	Snapshot for period	2022-23	16.6	As Baseline Data			Not applicable	The 2021-22 performance for these Adult Social Care indicators is available as part of Appendix C, Latest Available Benchmarking Data
	Proportion of people using social care who receive self-directed support: (Adults, older people receiving self directed support in the year)	Annual	Bigger is better	%	Snapshot for period	2022-23	100	As Baseline Data			Not applicable	
	Proportion of people using social care who receive direct payments as part of self directed support (Adults receiving direct payments)	Annual	Bigger is better	%	Snapshot for period	2022-23	28.3	As Baseline Data			Not applicable	
	Proportion of new clients (65+) who received reablement services following discharge from hospital	Annual	Bigger is better	%	Snapshot for period	2022-23	88.3	As Baseline Data			Not applicable	
	Proportion of new clients (65+) who received reablement services following discharge from hospital	Annual	Bigger is better	%	Snapshot for period	2022-23	4.9	As Baseline Data			Not applicable	
	Number of libraries accredited as Dementia Friendly Venues	Quarterly	Bigger is better	Number	Snapshot for period	2022-23		Q2 2023-24	Monitor	0	Not applicable	

Caring for People - Outcome Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Tackling inequalities	Life expectancy at birth - slope of inequality index - Male	Annual	Smaller is better	Number (Years)	Cumulative over 3 years	2018-2020	6.7	Data reported annually			Not applicable	
	Life expectancy at birth - slope of inequality index - Female	Annual	Smaller is better	Number (Years)	Cumulative over 3 years	2018-2020	5.7	Data reported annually			Not applicable	
	Healthy Life Expectancy at birth - Male	Annual	Bigger is better	Number (Years)	Cumulative over 3 years	2018-2020	62.9	Data reported annually			Not applicable	
	Healthy Life Expectancy at birth - Female	Annual	Bigger is better	Number (Years)	Cumulative over 3 years	2018-2020	67.1	Data reported annually			Not applicable	
	Under 75 mortality rate from Cardiovascular diseases	Annual	Smaller is better	Rate per 100,000	Snapshot for period	2021	8.9	Data reported annually			Not applicable	Benchmarking data for these indicators is available as part of Appendix C, Latest Available Benchmarking Data
	Suicide rate per 100,000	Annual	Smaller is better	Rate per 1,000	Snapshot for period	2019-2021	7	Data reported annually			Not applicable	
	Ranking Barnet on Life Expectancy compared to all other London Boroughs	Annual	Bigger is better	Number	Snapshot for period	2021	7th	Data reported annually			Not applicable	
	% of residents who agree that their local area is a place where people from different backgrounds get on well together?	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	88	As Baseline Data			Not applicable	
	% of residents who agree the council promotes equal opportunities for all and equal access to quality services	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	67	As Baseline Data			Not applicable	
Reducing poverty	Number of families in temporary accommodation	Quarterly	Smaller is better	Number	Snapshot for period	31/03/2023	1108	Q2 2023-24	Monitor	1,168	Improved	

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
	% of children in poverty before housing costs	Annual	Smaller is better	%	Snapshot for period	2021-22	12	As Baseline Data			Not applicable	
	% of children in poverty after housing costs	Annual	Smaller is better	%	Snapshot for period	2021-22	25	As Baseline Data			Not applicable	
	% Council Tax collected (in year)	Quarterly	Bigger is better	%	Year to date	2022-23	95.01	Q2 2023-24	Monitor	53.59	Not applicable	Council Tax collection was previously reported based on collection over four years; for the purposes of this outcome it is more appropriate to measure in-year collection
	% of Barnet residents employed	Quarterly	Bigger is better	%	Year to date	31/03/2023	76.5	Q2 2023-24	Monitor	71.4	Worsened	There are external factors which influence this which are out of the council's control
	% of residents who find employment after undertaking BOOST programmes	Quarterly	Bigger is better	%	Year to date	2022-23	50	Q2 2023-24	Monitor	47	Not applicable	2022-23 position was unusually high, so not comparable
Living well	% of adults (16+) active for at least 150 minutes per week (Active Lives)	Six Monthly	Bigger is better	%	Snapshot for period	Nov 2020 - Nov 2021	62.6	Nov 2021 - Nov 2022			Improved	
	Overall customer experience (out of 5) (GLL Annual User Survey)	Annual	Bigger is better	%	Snapshot for period	2022-23	77	Data reported annually			Not applicable	
	% disabled people employed by the council	Annual	Bigger is better	%	Snapshot for period	March 2023	6.7	As Baseline Data			Not applicable	
	Proportion of adults with a learning disability in paid employment	Annual	Bigger is better	%	Snapshot for period	2022-23	8.2	As Baseline Data			Not applicable	The 2021-22 performance for these Adult Social Care indicators is available as part of Appendix C, Latest Available Benchmarking Data
	Proportion of adults with a learning disability who live in their own home or with their family	Annual	Bigger is better	%	Snapshot for period	2022-23	84.9	As Baseline Data			Not applicable	
	Outcome of short-term services: where sequel to service was either no ongoing support or support of a lower level	Annual	Bigger is better	%	Snapshot for period	2022-23	76.4	As Baseline Data			Not applicable	
	Social care reported quality of life – Impact of Social Care Services	Annual	Bigger is better	Number	Snapshot for period	2022-23	0.423	As Baseline Data			Not applicable	
	Proportion of people who use services who say that those services have made them feel safe and secure	Annual	Bigger is better	%	Snapshot for period	2022-23	88.2	As Baseline Data			Not applicable	

Caring for Our Places - Key Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Safe, attractive neighbourhoods and town centres	% of highways defects passed to the contractor for repair within 10 days of being notified or identified through cyclical inspection, following attendance, inspection and assessment	Quarterly	Bigger is better	%	Snapshot for period	2022-23	100	Q2 2023-24	100	100	Same	
	% of highways defects repaired within the prescribed timescales (Category 2 - 7 working days; Category 3 - 28 working days)	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	92	Q2 2023-24	90	100	Improved	
	% of residential roads visited once per quarter. All visited roads to be deemed within cleanliness grade B or above immediately post inspection	Quarterly	Bigger is better	%	Snapshot for period	Not applicable	New measure	Q2 2023-24	95	100	Not applicable	
	% of planned community skip locations with skip delivered per quarter	Quarterly	Bigger is better	%	Snapshot for period	Not applicable	New measure	Q2 2023-24	95	100	Not applicable	
	% of fly tips collected within Street Scene SLA times	Quarterly	Bigger is better	%	Snapshot for period	Not applicable	New measure	Q2 2023-24	Increase	98	Not applicable	
Quality, affordable homes	% of tenanted council properties compliant with the Decent Homes Standard	Quarterly	Bigger is better	%	Snapshot for period	2022-23	99.6	Q2 2023-24	100	99.5	Worsened	46 properties currently do not meet the standard; however these are all in progress with appointments booked.
	% of tenanted council properties with a current Landlord Gas Safety Record	Quarterly	Bigger is better	%	Snapshot for period	2022-23	99.9	Q2 2023-24	100	100	Same	
	% of tenanted council properties for which all required fire risk assessments have been carried out	Quarterly	Bigger is better	%	Snapshot for period	2022-23	99.55	Q2 2023-24	100	100	Same	

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
	% of repeat homelessness applications	Quarterly	Smaller is better	%	Year to date	Not applicable	New measure	Q2 2023-24	Monitor	7.5	Not applicable	
	Number of homelessness preventions	Quarterly	Bigger is better	Number	Year to date	2022-23	1020	Q2 2023-24	474	633	Improved	
	Number of affordable homes completed	Annual	Bigger is better	Number	Year to date	2022-23	463	Data reported annually			Not applicable	
	Number of homes at 50% of market rent	Annual	Bigger is better	Number	Year to date	2022-23	252	Data reported annually			Not applicable	252 as baseline is made up of 70 complete units, 154 onsite; 28 with planning secured.
Borough of fun	Number of events in parks - organised by a charity / community group	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	10	Not applicable	
	Number of events in parks - organised by LBB or jointly with The Mayor/Leader	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	1	Not applicable	
	Number of events in parks - organised by a commercial organisation	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	7	Not applicable	
	Number of events in parks - private	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	0	Not applicable	
	Number of attendees (estimate, based on max. number allowed)	Quarterly	Bigger is better	Number	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	53,638	Not applicable	
	Number of events and activities delivered at libraries	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	1,065	Q2 2023-24	Monitor	320	Not applicable	The regular events programme is paused over the summer in order to deliver the Summer Reading Challenge.
	Number of attendees at cultural events at libraries	Quarterly	Bigger is better	Number	Snapshot for period	2022-23	20,788	Q2 2023-24	Monitor	7,317	Not applicable	
	Number of new or refurbished libraries delivered	Annual	Bigger is better	Number	Snapshot for period	Not available at time of publication		Data reported annually			Not applicable	

Caring for Our Places - Outcome Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Safe, attractive neighbourhoods and town centres	% of upheld complaints for the Street Scene service	Quarterly	Smaller is better	%	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	61	Not applicable	
	% of residents satisfied with street cleansing (RPS)	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	58	As Baseline Data			Not applicable	
	Perception of crime / ASB - % of residents who see these things as a problem / concern (RPS)	Biennial	Smaller is better	%	Snapshot for period	Q3 2021-22	25	As Baseline Data			Not applicable	
	% of residents satisfied with refuse and recycling services (RPS)	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	80	As Baseline Data			Not applicable	
Quality, affordable homes	% of council tenants who report that they are satisfied that their home is well-maintained	Quarterly	Bigger is better	%	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	57.1	Not applicable	
	% of council tenants who report that they are satisfied that their home is safe to live in	Quarterly	Bigger is better	%	Snapshot for period	Not applicable	New measure	Q2 2023-24	Monitor	65.7	Not applicable	
	% of rough sleepers returning to the streets	Quarterly	Smaller is better	%	Year to date	Not applicable	New measure	Q2 2023-24	Monitor	4	Not applicable	
	% of homes with Full Fibre coverage, delivered in partnership	Annual	Bigger is better	%	Year to date	2022-23	36.9	Data reported annually			Not applicable	
	Number of social housing lettings	Annual	Bigger is better	Number	Snapshot for period	2022-23	541	Data reported annually			Not applicable	541 as baseline consists of 272 LBB lettings incl HRA acquisitions; 269 Registered Providers' lettings (including 60 ODH lettings)
Borough of fun	% of residents who agree that LBB is making the local area a better place for people to live	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	68	As Baseline Data			Not applicable	

Caring for The Planet - Key Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Journey to net zero	% of household waste recycled, composted or reused	Quarterly - in arrears	Bigger is better	%	Snapshot for period	Q4 2022-23	24.6	Q2 2023-24	Monitor	27	Improved	
	Number of Electric Vehicle Charging Points installed	Quarterly	Bigger is better	number	Snapshot for period	2022-23	463	Q2 2023-24	Monitor	0	Not applicable	No installations were planned for Q2
	Barnet's organisation-based carbon emissions (measured ktCo2e)	Annual	Smaller is better	Number	Snapshot for period	Not applicable	New measure	Baseline position being calculated				
	Number of sustainability engagement events held	Quarterly	Bigger is better	number	Year to date	Not applicable	New measure	Q2 2023-24	0	0	Not applicable	The service's focus in Q2 has been responding to the recommendations from the Citizens Assembly so no community events were planned in Q2.
	Number of activities delivered to engage green businesses	Annual	Bigger is better	Number	Year to date	Not applicable	New measure	Data reported annually			Not applicable	
	Number of businesses engaged	Annual	Bigger is better	Number	Year to date	Not applicable	New measure	Data reported annually			Not applicable	
	Number of new programmes/courses launched to support career development in green industries	Quarterly	Bigger is better	Number	Year to date	Not applicable	New measure	Q2 2023-24	Monitor	2	Not applicable	
Enhancing the local environment	Highways' compliance with managing the performance of the contractor delivering the annual gulley cleansing programme	Quarterly	Bigger is better	%	Year to date	2022-23	90	Q2 2023-24	100	100	Improved	
	% of task orders for Gulley, Catchpit and Soakaway Cleaning completed on time	Quarterly	Bigger is better	%	Year to date	2022-23	90	Q2 2023-24	90	100	Improved	
	Number of trees planted	Quarterly	Bigger is better	Number	Year to date	2022-23	847	Q2 2023-24	0	0	Not applicable	Planting season begins in Q3

Caring for The Planet - Outcome Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Journey to net zero	Number of Kw hours of charging undertaken	Quarterly	Bigger is better	kW/hr	Snapshot for period	2022-23	1813512	Q2 2023-24	Increase	343,586	Improved	Performance in Q2 2022-23 was 205,841
	Barnet's place-based carbon emissions (measured ktCo2e)	Annual	Smaller is better	Number	Snapshot for period	Not applicable	New measure	Baseline position being calculated				
Enhancing the local environment	% of residents satisfied with refuse and recycling services	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	80	As Baseline Data			Not applicable	

Engaged and Effective Council - Key Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Improving access to services	% of customers who are satisfied with the telephony experience	Quarterly	Bigger is better	%	Snapshot for period	2022-23	92	Q2 2023-24	89	93.4	Improved	
	% of customers who are satisfied with the service on the web	Quarterly	Bigger is better	%	Snapshot for period	2022-23	66.1	Q2 2023-24	65	69.5	Improved	
	% of cases resolved via self service using online forms and automated phone lines	Quarterly	Bigger is better	%	Snapshot for period	2022-23	69	Q2 2023-24	50	73.9	Improved	
	% accessibility performance score on the web	Quarterly	Bigger is better	%	Snapshot for period	2022-23	84.2	Q2 2023-24	Monitor	88.2	Improved	

Engaged and Effective Council - Outcome Performance Indicators

Theme	Indicator Title	Frequency	Polarity	Unit	Year to Date or Snapshot for Period	Baseline As At	Baseline Actual	Latest Available Data	Target This Period	Actual This Period	DoT (from Baseline)	Comments
Community participation	% of FOI requests answered with published data	Quarterly	Bigger is better	%	Year to date	Not applicable	New measure	Q2 2023-24	Monitor	28	Not applicable	A slight drop compared to Q1, thought to be due to channel shift to self-service. Data discovery processes are underway to identify new data for publication so it is expected this will increase in the coming months.
	% of residents who feel Barnet Council keeps residents informed about what they are doing	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	70	As Baseline Data			Not applicable	
	% of residents who feel Barnet Council listens to concerns of local residents	Biennial	Bigger is better	%	Snapshot for period	Not applicable	New measure	Data being gathered at next Residents' Perception Survey, due to take place in Q3 2023-24				
	% of residents who feel Barnet Council involves residents when making decisions	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	56	As Baseline Data			Not applicable	
	% of residents who feel Barnet Council acts on the concerns of local residents	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	57	As Baseline Data			Not applicable	
Improving access to services	% of residents who agree LBB is improving their customer services (resident experience) (RPS)	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	57	As Baseline Data			Not applicable	
	% of residents who agree that it is easy to access council services (RPS)	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	64	As Baseline Data			Not applicable	
	% of residents who agree that LBB promotes equal access to quality services (RPS)	Biennial	Bigger is better	%	Snapshot for period	Q3 2021-22	67	As Baseline Data			Not applicable	
A Great Place to Work	% representation of people who identify as LGBTQ+	Annual	Bigger is better	%	Snapshot for period	March 2023	3.7	As Baseline Data			Not applicable	
	% of staff who identify as being Disabled	Annual	Bigger is better	%	Snapshot for period	March 2023	6.7	As Baseline Data			Not applicable	

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Our Plan for Barnet Pillar	Our Plan for Barnet Theme	Residual Risk - Total	Response Option	Direction of Travel (from previous quarter)	Current Quarter Review Summary
RCS018	Resettlement schemes	The new streamlined asylum process and acceptance of claims, along with the disbanding of Bridging hotels, the Home Office's hotel maximisation policy refresh and the shortened length of notification of the cessation of home office could lead to an increased flow/number of places in Barnet resulting in an increased pressure on council services (e.g. housing, social care) and increased budget pressures.	Assistant Director - Strategy and Communications	Caring for People	Reducing poverty	16	Treat	Increased	This risk has increased because over the summer there were a high number of asylum seekers in hotels being served a decision and asked to leave hotel accommodation within a relatively short timeframe (as short as five days in some instances), which meant they were approaching Barnet Homes at an increased rate leading to concerns about asylum seekers becoming homeless (in particular, young men who would not be considered a priority). Additional meetings with Barnet Homes and other stakeholders (including New Citizens' Gateway and Persian Advice Bureau) have been put in place to monitor the flow of asylum seekers into the borough.
ES025	School budget pressures	Falling rolls could lead to schools facing additional budget pressures resulting in an impact on the quality of education.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Caring for People	Family friendly	16	Treat	Same	39% of local authority maintained primary schools, special schools and pupil referral units (PRUs) set deficit budgets in 2023/24. Lack of resources impacting on quality of education. The council Finance Team is supporting schools to create 3-Year Recovery Plans where needed. The School Improvement Team is supporting schools with prioritisation of funding.
ES033	Strain on SEN transport	An increase in the number of borough ECHPs could lead to increased demand on SEN Transport resulting in additional resource requirements to meet additional demand.	Assistant Director - Education, Strategy and Partnerships/ BELS Chief Executive	Caring for People	Family friendly	16	Treat	Same	The number of Education, Health and Care Plans (EHCPs) continues to grow and a recent change in statutory guidance has widened the number of Children and Young People (CYP) who may be potentially eligible for home school transport. Barnet's Special Educational Needs (SEN) Transport policy needs to be updated in light of this which should also emphasise alternatives such as the benefits of personal transport budgets.
AD027	Triage and allocation	Demand exceeding capacity within social work and occupational teams could lead to increased time between initial triage (contact) and assessments, for reviews and Deprivation of Liberty Safeguards (DoLS) work resulting in poorer outcomes for residents and an increased need for urgent work.	Director - Adult Social Care	Caring for People	Living well	16	Treat	New	This is a new risk for Q2. The occupational therapy team have implemented a new approach to triage and allocation of new referrals which is having a positive impact. The service is monitoring numbers of triaged residents and developing new approaches to decrease time between triage and allocation.
AD017	Shortage of community equipment	Stock and capacity challenges with our community equipment provider, which supplies equipment to multiple London Boroughs as part of a pan-London Consortium, could cause delays in discharging people from hospital or people receiving prescribed equipment resulting in negative impacts to their health and wellbeing and financial implications to the council.	Head of Care Quality	Caring for People	Living well	16	Treat	Same	The new equipment provider is now in place. This provider supplies equipment across London and has inherited large backlogs across multiple boroughs which has impacted on service capacity and stock. There have been some initial challenges which are being addressed with the provider and The London Consortium. There is a plan to work through the backlog, as it stands, for Barnet and they are aware of the issues with regards to stock. There continue to be delays with discharges; however these have not worsened since the last provider was in place.
C&P096	Barnet Hill - A1000	Instability and/or failure of the Transport for London (TfL) owned bank above High Barnet Underground Station could lead to closure of the A1000 and High Barnet Underground Station resulting in significant disruption to the highways network.	Director - Highways and Transportation	Caring for Our Places	Safe, attractive neighbourhoods and town centres	15	Treat	Same	Additional survey work has been conducted on carriageway and voids, moving to the undertaking of trial holes on the carriageway. An interim solution that addresses localised drainage solutions to deflect water from discharging straight down the bank is in place, whilst more detailed longer-term solutions are developed.
C&P097	LB Barnet road condition	Surface and Subbase failure could lead to movement of the carriageway, cracking and drainage system failure, resulting in disruption to the highways network in the location affected and financial loss due to an increase in insurance claims.	Director - Highways and Transportation	Caring for Our Places	Safe, attractive neighbourhoods and town centres	16	Treat	Same	The service is working closely with a Geotechnical consultant. The results of the survey will be presented to the Director of Highways & Transportation and will include Officer recommendations for review and agreement of next steps dependant on the findings. Officers will continue to undertake reactive repairs for all intervention level defects whilst these investigations are ongoing. Each site will be assessed individually for the best value for money solution.
C&P086	Unsafe/unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project, plus staffing issues across the Private Sector Housing Team, could lead response to service request, identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions and elongated licensing processing timescales.	Director - Growth	Caring for Our Places	Quality, affordable homes	16	Treat	Same	Resources continue to be focused on highest risk cases, whilst resource gaps due to staff departures/retirements are being filled on an interim basis but this is challenging. Permanent recruitment should be possible after levelling up exercise is implemented as part of the re-organisation in January 2024. Recruitment of competent temporary staff has been ongoing, contractors have withdrawn prior to their commencement date and performance management issues have been dealt with.
TBG001	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Housing and Regeneration	Caring for Our Places	Quality, affordable homes	16	Treat	Same	Homelessness prevention targets are being met year to date, however there are significant demand pressures placing financial stresses on general fund budgets. To combat this, Medium Term Financial Strategy (MTFS) mitigations were developed during Q2 2023/24 and further refinement will continue in Q3 2023/24. By the end of August 2023, 253 units had been acquired through the Open Door Homes (ODH) acquisitions programme.
TBG002	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in harm to residents, staff and public, legal challenges and financial costs.	Head of Housing and Regeneration	Caring for Our Places	Quality, affordable homes	15	Treat	Same	Works on the medium and low-rise fire safety programme continued in Q2 2023/24. This included investigation of specific types of timber framed houses following a significant fire involving a terrace of four houses in Finchley in June 2023. Consultation with residents on options for the Large Panel Systems (LPS) schemes also commenced in Q2 2023/24, and a business case is scheduled to be presented to Cabinet in November 2023. Good progress is being made against the Damp and Mould Action Plan as reported to Cabinet in June 2023. An update on Damp and Mould is being provided to the Health and Wellbeing Board on 28 September 2023.
TBG006	New build and development	Unforeseen events in the development process such as cost increases, significant delays on site, health and safety, building regulation changes and contractor insolvency could significantly impact the development programme resulting in adverse financial impact to the council.	Head of Housing and Regeneration	Caring for Our Places	Quality, affordable homes	16	Treat	Same	The first round of annual checks has been completed, and identified concerns with one specific contractor. A mitigation plan was enacted with the employers agent that enabled the project to be completed (Stag House). The next round of annual financial checks will be due Q1 2024/25.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Our Plan for Barnet Pillar	Our Plan for Barnet Theme	Residual Risk - Total	Response Option	Direction of Travel (from previous quarter)	Current Quarter Review Summary
CSG003	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Assistant Director - Resident Experience and Digital	Engaged and Effective Council	Improving access to services	15	Treat	Same	There has been increased activity via worldwide rogue actors in the cyber space. Imperva (website monitoring preventing DDoS attacks) has identified an increase in attempted cyber attacks, and these attacks have been prevented. Microsoft Office 365 E5 enabled enhanced phishing detection and prevention (ATP), and malicious email was blocked or prevented from entering the network where possible. Microsoft Sentinel was deployed to constantly monitor suspicious activity and logs. Action was taken on those rogue email/phishing attempts that did get through and were subsequently blocked. A suite of PowerBI reports continued to be used to monitor overseas activity from staff, alerting to any suspicious activity to be reported. The service created a Cyber Security Incident runbook, which will enhance the council's cyber security incident response.
STR013	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Engaged and Effective Council	Improving access to services	15	Treat	Same	A PwC audit was completed on cyber security and supply chain risk. A number of recommendations were made, which are being implemented and tracked. A phishing exercise will be run quarterly. The mandatory POD training is being enhanced, and specific training for the Council Management Team (CMT) and councillors is being introduced. A working group has been set up to look at the supply chain risks across the organisation.
AD001	Increased overspend to meet statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, the availability of hospital discharge funding streams and support, and legislative changes could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	Executive Director - Adults and Health	Engaged and Effective Council	Financially responsible	20	Treat	Same	The service continues to do all it can to manage the budget whilst meeting statutory duties. There is an increasingly pressured health and social care system and social care market. The forecast is projecting greater pressures than were modelling for 2023/24. In-year financial recovery plans are being produced alongside savings plans for 2024/25. In-year recovery actions include benchmarking analysis on demand, spend and income, senior sign-off of all high-cost packages, quick reviews of people following discharge from hospital to ensure a proportionate level of care as people recover, the use of equipment and technology wherever suitable and maximising the benefits of enablement services. Additionally, a LGA/ADASS independent finance review is planned for September.
AD025	Non completion of cyclical tree programme - building subsidence	Inability of the Trees and Woodlands Service to deliver agreed cyclical programme due to lack of personnel and resources, either within the council or external, could lead to an increase in subsidence claims and litigation resulting in additional costs to the council and reputational damage.	Assistant Director - Greenspaces & Leisure	Engaged and Effective Council	Financially responsible	15	Treat	Increased	Some risk trees were not pollarded during winter and continued into spring and summer due to contractor resourcing. Contractor meetings held. Legal review in place with options being considered to resolve issues and improve future delivery. Contact made with Insurance over potential claims received, and discussing approach for the future.
ASS018	Audit actions not implemented	Audit advice and/or agreed actions not being implemented could lead to a deterioration in the council's control environment resulting in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Engaged and Effective Council	Financially responsible	16	Treat	Same	Work has been completed on the audit actions due for completion in Q2. Only 14% of actions due by 30 September were confirmed as implemented. In Q1, only 39% of actions due by 30 June were confirmed as implemented. The target of 90% was also not achieved in any of the quarters in 2022/23. Until a higher % implementation rate is achieved and this is sustained over a period of time the risk rating will remain at 16.
STR028	Affordability of Capital Programme	Economic outlook and supply chain issues (rising labour and material costs, labour and material availability issues, fuel price) could lead to project delays and/or increases in project cost resulting in projects not being delivered on time or no longer being viable.	Deputy Chief Executive	Engaged and Effective Council	Financially responsible	20	Treat	Same	The likelihood and potential impact of this risk remains high. Cost reviews as part of the wider Medium Term Financial Strategy (MTFS) reviews are ongoing. The current position is for the short to medium term. There is less projected Capital available to deliver the council's ambitions. In addition, costs and labour shortages remain issues.
C&P002	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions or delays caused by third parties and external events could lead to pressure within the government grant funding budget resulting in increased costs to the council.	Deputy Chief Executive	Engaged and Effective Council	Financially responsible	15	Treat	Same	Station contract nearing completion with cost certainty increasing. Once the station is completed and in use, focus will shift to close out of commercial disputes with Network Rail. This will provide clarity on the final outturn of the station related works. Discussions are ongoing relating to an alternative site for the Waste Transfer Station which will impact how the budget is allocated. An update to the funding strategy approved by Policy and Resources committee in September 2022 is underway. This will highlight any shortfalls across the programme and inform an updated approach if required. The team are looking at re-allocation of internal budgets as appropriate. A bid is being compiled for the Civic Partnership Programme which is hoped to contribute towards active travel improvements in the area.
C&P038	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, economic situation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Interim Senior Parking Lead	Engaged and Effective Council	Financially responsible	16	Treat	Same	Continued monitoring of activity and volatility on income lines. New base income forecasting tools being developed by Finance. Revised Controlled Parking Zones (CPZ) programme awaiting Capital Strategy Board (CSB) funding approval. Increased uncertainty may derive from the government's 'Plan for Drivers' published 2 October 2023, which will be monitored.
TBG007	Medium Term Financial Strategy (MTFS) savings projects underachievement	Medium Term Financial Strategy (MTFS) savings projects not delivered on time and the expected benefits not achieved could lead to financial pressure for the council resulting in the housing general fund budget showing a loss, council tax increases and the budget not balanced.	Head of Housing and Regeneration	Engaged and Effective Council	Financially responsible	16	Treat	Increased	Whilst in the main the Medium Term Financial Strategy (MTFS) solutions for 2023/24 are on track in terms of delivery, the cost pressures arising from homelessness have escalated significantly. The service is reviewing the future MTFS commitments and existing pressures with a view to a revised MTFS programme as part of the budget setting process.
STR017	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Executive Director - Resources	Engaged and Effective Council	Financially responsible	20	Treat	Increased	This is an ongoing risk, as the funding landscape does not move rapidly and has remained challenging for local government for the past 12 years. The risk rating has been increased this quarter as the council is forecasting a revenue overspend of £23m for 2023/24. Rising demand for services continues to be a financial challenge for the authority, against a backdrop of rising costs faced by care sector providers. Officers are focusing on the key financial risks via the monthly monitoring process and the introduction of a Financial Sustainability Board. Opportunities for additional income realisation and cost mitigation are also being explored, alongside possible efficiencies identified via the Transformation Strategy.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Our Plan for Barnet Pillar	Our Plan for Barnet Theme	Residual Risk - Total	Response Option	Direction of Travel (from previous quarter)	Current Quarter Review Summary
C&P089	People attrition	Difficulties recruiting and retaining experienced and qualified staff could lead to negative impacts on service delivery resulting in business continuity and statutory duty implications to the council.	Director - Highways and Transportation	Engaged and Effective Council	A great place to work	15	Treat	Same	Good progress has been made this quarter, recruiting six new starters and making two internal promotions. These include key Highways Manager, Member Liaison Offer and Senior Drainage Engineer roles. In the same period the service had only one staff resignation. Despite this success there still remains 20 vacancies within the Highways structure. These are being reviewed in light of need to minimise costs as part of the Medium Term Financial Strategy (MTFS). The service is working closely with HR to ensure job evaluation requests are processed in a timely manner to assist in getting jobs advertised as quickly as possible.
STR023	Recruitment to and retention of roles in key sectors	National and local difficulties in recruiting to key roles could lead to local recruitment and retention issues resulting in a failure to meet statutory duties, council priorities and workforce and financial pressures.	Chief Executive	Engaged and Effective Council	A great place to work	16	Treat	Same	Addressing this risk is a key priority within the "A Great Place to Work" workstream, where work is being done to strengthen the council's employer brand, improve the employer value proposition (EVP) and tackle barriers to making staff feel valued at work and proud to work for the council. Continuing from Q1, the labour market appears to be cooling slightly and that should help with recruitment and retention. Work to review Unified Reward and improve the grading structure is also continuing and is expected to progress faster from September.

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Latest Available Benchmarking Data

Tackling inequalities

Source: Barnet's Public Health Dashboard (NHS data)

Indicator Title	Frequency	Polarity	Unit	Period (Latest Available Data)	Barnet	London	England
% of Year 6 pupils who are obese (including severe obesity)	Annual	Smaller is better	%	2021-22	34.9	40.5	37.8
% of adults (aged 18+) classed as overweight or obese	Annual	Smaller is better	%	2021-22	7.1	10.5	9.7
Prevalence of Diabetes in the adult population (measured by QOF prevalence (17+ years))	Annual	Smaller is better	%	2021-22	6.7	6.8	7.3
Prevalence of Dementia (measured by QOF prevalence (all ages))	Annual	Smaller is better	%	2021-22	0.6	0.5	0.7
Under 75 mortality rate from Cardiovascular diseases	Annual	Smaller is better	Rate per 100,000	2021	8.9	9.6	7.5
Suicide rate per 100,000	Annual	Smaller is better	Rate per 1,000	2019-2021	7	10.8	15.9

Living well

Source: Adult Social Care Outcomes Framework (as reported in the Adult Social Care Quality Assurance Report, June 2023)

Indicator Title	Frequency	Polarity	Unit	2022-23 Actual (Barnet)	Benchmarking				
					Barnet 2021-22 Outturn	Period (Latest Comparable Data)	Statistical Neighbours comparator group (CIPFA)	Regional (London) comparator group	England Average
Proportion of adults with a learning disability in paid employment	Annual	Bigger is better	%	8.2	8.9	2021-22 Q1	5.9	5.2	4.8
Proportion of adults in contact with secondary mental health services living independently, with or without support	Annual	Bigger is better	%	16.6	19	2021-22 Q4	27	21	26
Proportion of people using social care who receive self-directed support: (Adults, older people receiving self directed support in the year)	Annual	Bigger is better	%	100	100	2021-22 Q1	97.7	95.9	94.5
Proportion of people using social care who receive direct payments as part of self directed support (Adults receiving direct payments)	Annual	Bigger is better	%	28.3	29.6	2021-22 Q2	25.7	25	26.7
Proportion of new clients (65+) who received reablement services following discharge from hospital	Annual	Bigger is better	%	88.3	77.4	2021-22 Q2	89.2	85.1	81.8
Proportion of adults with a learning disability who live in their own home or with their family	Annual	Bigger is better	%	84.9	82.4	2021-22 Q2	77.1	77.5	78.8
Outcome of short-term services: where sequel to service was either no ongoing support or support of a lower level	Annual	Bigger is better	%	76.4	54.5	2021-22 Q2	76.2	73.1	77.6
Proportion of new clients (65+) who received reablement services following discharge from hospital	Annual	Bigger is better	%	4.9	6	2021-22 Q1	3.9	4.3	2.8
Social care reported quality of life – Impact of Social Care Services	Annual	Bigger is better	Number	0.423	0.400	2021-22 Q2	0.401	0.398	0.407
Proportion of people who use services who say that those services have made them feel safe and secure	Annual	Bigger is better	%	88.2	87.8	2021-22 Q2	84.4	83.1	86.8

Safe, attractive neighbourhoods and town centres

Source: Keep Britain Tidy

Indicator Title	Frequency	Polarity	Unit	Barnet April 2019-20	Barnet April 2023-24	London Benchmark 2022-23
Levels of litter at sample sites across the borough	Annual	Smaller is better	%	12.66	4.3	9.37
Levels of detritus at sample sites across the borough	Annual	Smaller is better	%	28.25	7.57	12.57
Levels of graffiti at sample sites across the borough	Annual	Smaller is better	%	7.5	6.45	7.44
Levels of fly-posting at sample sites across the borough	Annual	Smaller is better	%	5.16	3.13	3.09

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Oflog Metrics with Comparators

The Office for Local Government (Oflog) has recently launched the Local Authority Data Explorer, a new online tool which brings together a selection of existing metrics across a subset of service areas for data that is available at different levels of local authority. Further service areas will be added, and existing areas expanded, as the metrics are developed. The tables below show the data relevant to Barnet for the selected metrics along with comparative data for the borough's nearest neighbours and the England median. Further information is available at <https://oflog.data.gov.uk/>

Adult Social Care

Indicator	Financial year	Barnet	Median of Barnet's CIPFA Nearest Neighbours	England median
Quality of life of people who use services - adjusted to account only for the additional impact of local-authority funded social care on quality of life, removing non-service-related factors (underlying health and care needs, gender, and so on) (1B in the ASCOF).	2021-22	0.400	0.408	0.409
Quality of life of carers (1C in the ASCOF).	2021-22	6.6	7	7.2
The proportion of people who received short-term services during the year – who previously were not receiving services – where no further request was made for ongoing support (2A in the ASCOF).	2021-22	54.50%	77.40%	76.40%
The proportion of people who use services who find it easy to find information about services (3D (1) in the ASCOF) – to be combined with 5 from 2024.	2021-22	62.90%	65.80%	65.20%
The proportion of carers who find it easy to find information about support (3D (2) in the ASCOF) – to be combined with 4 from 2024.	2021-22	51.30%	54.90%	57.30%
The proportion of requests for support to the LA which result in a service multiplied by the number of requests per 100,000 population.	2021-22	1259 per 100,000 population	1276 per 100,000 population	1708 per 100,000 population
Staff turnover in the workforce (The proportion of directly employed staff in the formal care workforce leaving their role in the past 12 months)	2021-22	26.70%	26.80%	28.90%

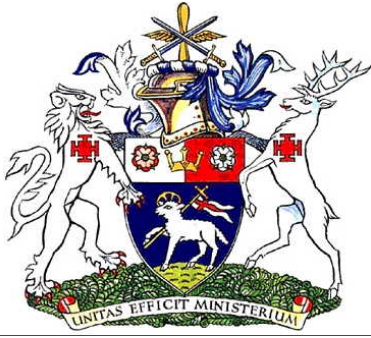
Waste

Indicator	Financial year	Barnet	Median of Barnet's CIPFA Nearest Neighbours	England median
Proportion of household waste sent for recycling.	2021-22	29.80%	38.40%	41.9
Residual (i.e., non-recycled) waste per household (tonnes).	2021-22	653.9 kg per household	517.9 kg per household	501.1 kg per household
Contamination rate of recycling - calculated as estimated proportion that is rejected of total amount of household waste sent for recycling.	2021-22	8.30%	5.10%	5.50%

Finance

Indicator	Financial year	Barnet	Median of Barnet's CIPFA Nearest Neighbours	England median
Reserves as a percentage of Net Revenue Expenditure.	2021-22	71.20%	60.20%	54.90%
Reserves as a percentage of service spend.	2021-22	53.10%	45.90%	44.60%
Total Core Spending Power per dwelling.	2021-22	£1,878.97	£1,921.97	£1,885.14
Level of Band D council tax rates.	2021-22	£1,337.33	£1,402.00	£1,554.02
Council tax revenue per dwelling.	2021-22	£1,668.65	£1,542.68	£1,293.42
Social care spend as % of Core Spending Power.	2021-22	72.30%	63.70%	66.40%
Debt servicing as % of Core Spending Power.	2021-22	7.70%	9.60%	9.00%
Total debt as % of Core Spending Power.	2021-22	265.10%	267.90%	226.70%

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AGENDA ITEM 11

Cabinet

Title	Chief Finance Officer Report – 2023/24 Quarter 2 Financial Forecast and 2023/24 Budget Management
Date of meeting	14 th November 2023
Report of	Leader of the Council and Cabinet Member for Resources & Effective Council – Councillor Barry Rawlings
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A Updated Capital Programme
Lead Officer	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) Anisa.Darr@barnet.gov.uk Dean Langsdon – Assistant Director of Finance Dean.langsdon@barnet.gov.uk

Summary

This report contains a summary of the council's revenue and capital forecast outturn for the financial year 2023/24 as at Month 6 (30 September 2023).

The revenue budget projected outturn position reports an overspend of £25.823m this is an increase of £2.612m from quarter 1, net of reserve adjustments.

The council's capital programme expenditure forecast outturn for 2023/24 is £420.559m; with £48.852m net slippage/acceleration due largely to the reprofiling of project expenditure in line with expected project delivery timelines.

This report contains information on the level of debt and the top 10 debtors as at 30 September 2023 and any subsequent updates that Cabinet needs to be aware of that impact the debt position.

The reports also includes narrative on the financial pressures facing the London Council region.

Recommendations

That Cabinet notes:

1. The forecast outturn for 2023/24 against the Council's revenue budget;
2. The current use of reserves,
3. The expenditure against capital budgets in the year;
4. The current debt position.

That cabinet approves:

5. The changes to the existing Capital Programme in relation to additions and slippage as set out in section 4.4-4.20 in accordance with the virement rules;

1 Summary

- 1.1 This report sets out the council's forecast outturn position for the 2023-24 financial year as at 30 September 2023 (quarter 2)
- 1.2 For the General Fund:
 - Overall, **£25.823m projected overspend**, an increase of £2.612m from quarter 1.
 - This is after a projected overall net contribution to reserves of **£8.048m**. This figure is comprised of a £12.059 drawdown from earmarked reserves to support service areas and a £20.107m *contribution* to capital reserves for Community Infrastructure Levy (CIL) receipts. More detail on the forecast reserves position can be found in para 2.5.
- 1.3 Rising demand for services against a backdrop of rising inflationary costs in the sector continues to be a financial challenge to the authority. Several areas are presenting acute financial risks, during 2023/24 and over the current MTFS period including the following (further detail in section 2):
 - RE returning services income challenges
 - Social Care Placement costs (demographics, complexity, market shaping, Health funding challenges)
 - YCB care home operational losses (during period of major refurbishment works)
 - Increase in Temporary Accommodation demand
 - Special Educational Needs Transport – increased costs of delivering service.
 - Car Parking income and CPZ implementation (changes in behavioural patterns and delays)
 - Unaccompanied Asylum Seeking Children costs
 - High inflation and rising interest rates for households, businesses and the council, impact on services both universal and targeted.
- 1.4 Officers are focusing on the key financial risks highlight above, in addition to the 2023/24 budget, via the monthly monitoring process and the introduction of a Financial Sustainability Board.
- 1.5 There are opportunities for additional income realisation and cost mitigation which are being explored, alongside possible efficiencies identified via the Transformation Strategy. Currently this forum has identified in excess of £2.7m of cost mitigation.
- 1.6 Officers continue to seek opportunities for cost reduction including working with the Local Government Association and regional partners and are also assessing the impact of new technology on service delivery. The council now has a robust approach to vacancy management.

1.7 Regional Context *

The Council have been participating in a survey conducted by London Council's culminating in a recent report into London Councils Finances, summary of the main regional financial pressures below;

- *Boroughs' overall resources are 22% lower in real terms than in 2010 – even though there are now almost 800,000 (10%) more Londoners to serve.*
- *The Covid-19 pandemic added £3bn of financial pressures to London boroughs in 2020-21 and 2021-22. High demand pressures in many services, especially within homelessness, services for children with special educational needs and disabilities, children's social care, and – most significantly - in adult social care, where the impact of long Covid, interaction with the huge NHS backlog, and increasing delayed transfers into adult social care, is leading to continued overspending.*
- *Outer London boroughs, as the lowest funded authorities per capita in the country, have particularly few resources to alleviate these growing pressures.*
- *The energy crisis, soaring inflation, the increase in the National Living Wage and cost-of-living pressures on residents have added huge additional financial pressures to budgets. Despite the 7% increase in Core Spending Power in 2022-23, boroughs need to make up to £400m of savings this year. That funding gap will almost double to more than £700m next year (2023-24), based on the plans set out by the government's most recent Spending Review*
- *The scale of the challenge is colossal. For context, £700m is equivalent to what London boroughs spend in total on public health each year (£703m), more than boroughs spend on homelessness and housing services (£615m), retrofitting 27,000 homes to help achieve London's net zero goal, delivering 46,000 apprenticeships to boost young Londoners' skills and employment opportunities, or a year of care for 64,000 Londoners in nursing homes*
- *Local authorities are highly dependent on central government funding. There is no realistic way that boroughs could currently raise the £700m through other means. If boroughs were to try raising the £700m from London's council tax payers, council tax bills would need to rise by around 18%.*

- *A further £700m will be required in each of the following two years (2024-25 and 2025-25). In total, the forecast funding gap is £2.4bn over the next four years – which is almost £1bn higher than they were planning a year ago. This is the most challenging outlook boroughs have faced since 2010.*
- *There is no painless way for boroughs to make savings on the scale required. Any low hanging fruit and basic efficiencies are long gone. Staff numbers have been reduced by a third (80,000) since 2010. Many boroughs have delivered significant transformational programmes, which can only be done once. Boroughs across the capital call for Government action to address acute demand pressures and spiralling costs. Measures called for include an overall funding increase of at least 9%, in line with the rise last year, and investment to reduce homelessness, including an uplift in the local housing allowance and homelessness prevention grant*

*Source (<https://www.londoncouncils.gov.uk/members-area/member-briefings/local-government-finance/update-london-boroughs%E2%80%99-finance-pressures#:~:text=London%20Councils%20research%20suggests%209,sustained%20underfunding%20of%20local%20services.>)

2 Forecast Outturn

Overview

2.1 The overall forecast outturn position for revenue expenditure is a £25.823m overspend against the approved budget of £368.818m.

Table 1: Forecast Outturn 23-24

Service Areas	2023-24 Budget	Month 6 (Forecast outturn before reserves)	Reserves applied	Month 6 Forecast outturn after reserves	Month 6 variance after reserves	Month 3 variance after reserves	movement
	£m	£m	£m	£m	£m	£m	£m
Communities, Adults and Health	134.222	153.112	-1.551	151.561	17.339	14.362	2.977
Children's Family Services	78.916	84.599	-0.576	84.024	5.108	4.14	0.968
Customer and Place	60.28	51.211	16.442*	67.653	7.373	8.443	-1.07
Assurance	11.65	12.604	-0.954	11.65	-	0.265	-0.265
Strategy & Resources	64.181	61.079	-0.898	60.181	-4.000	-4.000	0
Public Health	19.569	20.361	-0.789	19.572	0.003	0	0.003
Transformation	-	3.626	-3.626	-	-	-	-
Total at Month 3	368.818	386.592	8.048	394.641	25.823	23.211	2.612

*Includes £20.107m top-up to capital receipts reserve for Community Infrastructure Levy (CIL) receipts

2.2 Table 2 provides details of the key movement in variances between Month 3 and Month 6.

Table 2: M3 to M6 Movement in Variance

Service Areas	Month 6 variance after reserves	Month 3 variance after reserves	movement	Commentary
	£m	£m	£m	
Communities, Adults and Health	17.339	14.362	2.977	Movement related to increased pressures in Adult Social Care. There are increases in placement numbers in Nursing, Supported Living and Homecare whilst costs are increasing across the board due to complexity and the market charging increased costs for new placements over and above inflation rates.
Children's Family Services	5.108	4.140	0.968	Adverse movement due to increase in remand services arising from 6 new placements, £0.580m; 2 new placements in External residential; £0.175m and an increase in Family assessments, £0.230m.
Customer and Place	7.373	8.443	(1.070)	Overall favourable movement largely driven by: £0.329m favourable movement in Highways due to vacancies not yet filled £0.378m favourable movement in street scene made up of

				outcomes from contract management mechanisms for Street Lighting and the confirmation of energy use charges as well as additional garden waste income received. £0.209m favourable movement in Planning and Building control due to delayed recruitment and increased fee income.
Assurance	-	0.265	(0.265)	£0.137m favourable movement through a review of short-term vacancies and reduced running costs in Governance, Internal Audit and Business Development. The balance relates to reduced in-year CCTV maintenance costs, after a delay in the fibre installations, and increased income in Environmental Health and Licencing.
Strategy and Resources	(4.000)	(4.000)	(0.000)	
Public Health	0.003	0.000	0.003	

Reserves

- 2.3 The council holds reserves to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g. grant funding). Reserves are divided into 'earmarked' reserves, where the spending objective is unforeseeable costs. The levels of reserves are set out under Section 25 of the Local Government Act and prudent levels are determined by the Chief Finance Officer (CFO). Earmarked reserves are usually held by specific services, while general reserves are held corporately.
- 2.4 The use of reserves is not intended to replace savings or income generation opportunities as part of the MTFs. Reserves can only be used once and then they are gone. Any use of reserves to replace savings or income generation opportunities is a delaying action, storing up pressures into future years. This could be part of investing in transformational service delivery and is the ultimate last resort during budget setting when a gap cannot be bridged despite best efforts.
- 2.5 The forecast outturn reserves position is shown in the table below:

Table 3 Forecast Reserves at 31 March 2024 **

	Balance at 31 March 2023	In year Expenditure	Reserve movements	New Reserves Raised	Balance at 31 March 2024
	£000	£000	£000	£000	£000
Capital - Community Infrastructure Levy	24,699	(24,495)	0	20,107	20,311
Revenue implications of capital	3,569	0	0	0	3,569
Total Capital Reserves	28,268	(24,495)	0	20,107	23,880
Public Health	1,603	(616)	0	0	987
Dedicated Schools Grant	9,711	(393)	0	0	9,318
Special Parking Account	1,311	0	0	0	1,311
Earmarked Revenue Grants	5,503	(1,453)	0	749	4,799
Brent Cross Designated Area S31	13,449	0	0	0	13,449
Insurance	2,768	(1,000)	0	0	1,768
Council tax and NNDR smoothing	2,822	(2,822)	0	0	(0)
Total Ringfenced Reserves	37,167	(6,284)	0	749	31,632
Housing Benefits	0	0	0	0	0
Local Welfare Provision	4,084	0	320	0	4,404
Covid-19 Recovery	(0)	0	0	0	(0)
Service Specific Revenue Reserves	14,737	(1,766)	(320)	1,398	14,049

Climate change	1,543	(804)	0	0	739
Council Tax Rebate	0	0	0	0	0
Transformation Reserve	6,177	(3,626)	6,000	0	8,551
Residents Support Fund	2,369	(771)	0	0	1,598
Financial Resilience Reserve	32,356	(2,648)	(6,000)	0	23,707
Total Committed Reserves	61,266	(9,615)	0	1,398	53,048
Total Earmarked Reserves	126,701	(40,394)	0	22,254	108,561

** Excluding any drawdowns to support 23/24 overspend.

Savings

2.6 The budget for 2023/24 includes planned savings of £11.199m; of which £9.435m of these savings are forecast to be achieved.

Table 4: Forecast Savings Delivery 2023-24

Service Area	Savings target 2023-24	Savings Achieved	(Gap)/Over to plan	Service area gap
	£m	£m	£m	
Communities, Adults & Health	(2.841)	(2.805)	(0.036)	1.27%
Children and Family Services	(0.784)	(0.634)	(0.150)	19.13%
Customer and Place	(2.721)	(1.266)	(1.455)	53.48%
Assurance	(0.055)	(0.055)	0.000	0.00%
Strategy & Resources	(4.797)	(4.675)	(0.122)	2.55%
Total	(11.199)	(9.435)	(1.764)	15.75%
Percentages	100.00%	84.25%	15.75%	

2.7 The gap in savings delivery in Communities, Adults & Health of £0.036m relates to Cafes and Biodiversity Net Gains being delayed in delivery. Any pressure is being contained within the overall budget.

2.8 The gap in saving delivery in Children and Family Services

- Potential additional income generated through the new Parenting Hub is more than unlikely to be achieved as the ability to sell the service to other local authorities has not been mobilised.

2.9 The gap in savings delivery in Customer and Place:

- £0.750m – Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic. Fundamental service review is being undertaken to determine new 'norms' and projected future incomes based on new travel and parking patterns and behaviours, as M3 this saving will not be achieved.
- £0.355m - Efficiencies across the Commercial Estate. Pressures on utilities, the need to extend leases associated with on-going capital programmes, and the need for unexpected reactive repairs across the estate have meant this is not fully achievable. An ongoing review of reactive repairs and review of leases are being conducted continuously to manage this pressure going forward.
- £0.176m - Housing Acquisitions through Open Door Homes, increasing the housing supply for use as Temporary Accommodation, and reducing TA costs. Savings are not fully achievable, as increased interest rates from Public Works Loan Board borrowing mean the business case on acquiring properties is becoming more challenging. The Barnet Group are working with council officers to review options to mitigate this pressure going forward.
- £0.100m - Centralising IT estate, based on ability to capitalise laptop costs - unachievable as current interest rates will prevent additional borrowing, as the increase in capital costs mean the approach is no longer viable.
- £0.050m Review of the winter maintenance routes and rounds with the move to new depot facilities. Potential to reduce by 2 rounds from the current configuration and remain statutory compliant.

Development of Salt Barn at Oakleigh Road will not deliver prior to commencement of '23/24 winter season, as at M6 this saving is not forecast to be achieved.

- £0.025m - Improved Management of Skips placed on public highway £0.025m of the total £0.050m saving is forecast to be achieved. Full adoption of the legislation is expected to take place by November therefore this saving is forecast to be part achieved this year and full year affect will be in 2024/25.

2.10 The gap in savings delivery in Strategy and Resources of £0.122m is related to planned increased recovery of housing benefit overpayments. This is at risk due to potential overspend relating to temp and short-term accommodation where the capped subsidy paid by DWP does not meet full rental costs.

Risks and opportunities

2.11 During the first half of this financial year several overall (corporate) and service-specific risks have been identified which will continue to have a potential financial impact during the remainder of the year.

2.12 Adults and Health

- Demographic - Activity continues to rise, an assumption has been built into 23/24 forecasts, but actuals and cost, particularly for new placements is already exceeding estimates, especially with the continuation of significant discharges from hospital. The service has seen a shift towards more complex care packages which has resulted in a higher average unit cost of care.
- Provider Market inflation - Market conditions continue to present a risk; the forecast includes an assumption on care provider rate inflationary uplifts at the inflation offer of c6-7% for 23/24 but there are still some outstanding negotiations with a few providers.
- YCB - The operating losses presenting last financial year are continuing into 23/24 whilst major refurbishment works are underway on the two care homes, there is a delay to the works programme which will result in additional costs.
- Continued workforce pressure - The previous two financial years have seen a significant impact on demand which has led to pressures in the workforce. There is no extra one-off funding available in 23/24 apart from specific one-off reserve funding for Debt Recovery Team and Prevention and Wellbeing.
- Health Joint Funded Packages - Reconciling packages earmarked as joint health funded continues to be a challenge. Further work is ongoing with health partners to agree a position.
- The service is attempting to mitigate any further rises in costs above current projections by:
 - Reviewing large packages of care that may be eligible for NHS funding.
 - Robust negotiation with providers on rates
 - Optimal use of the enablement offer

2.13 Children's and Family Services

- The cost pressure on placements continues as the number of children and young persons with complex mental health needs and complex behavioural needs requiring solo provision and Deprivation of Liberty has increased. The number of children and young persons with suicidal ideation and self-harm in solo provision currently being supported (and financially projected) is 5. Court delays continue to have a negative impact and whilst the levels of complexity of the these looked after young people was in the past considered rare or needs were met by other agencies, it is projected that the cost pressure is ongoing into 2023/24. There is also the impact of residual pressure in Placements and SEN transport after the non-pay inflation funding allocation.

2.14 Customer and Place

- The direct impact of the cost-of-living crisis has seen an upwards trend in TA numbers over the last few months, with this demand expected to rise. Early forecasts are showing a significant increase in demand in 23/24. The pressure has so far been contained through one-off existing and additional homelessness grant and Homes for Ukraine grant. However, there is a risk of additional in-year and future pressures.
- There are also supply-side pressures which will need to be managed:
 - The removal of properties from the private rented sector by landlords.
 - Increasing interest rates and the cost of borrowing impacting council capital programmes which are focused on increasing the supply of affordable homes. The 2023/24 savings are at risk, where they relate to TA cost avoidance through increasing the housing supply.
 - Market forces applying upwards pressure to the costs of TA, making it more difficult for the council to secure affordable, good quality housing.
 - Competition for TA accommodation and reduced supply has resulted in the use of more expensive accommodation to manage increased demand in last few months
- The Estates service conducts monthly reviews of the outstanding commercial debt. This could lead to subsequent write-offs of income related to prior years. The level of outstanding debt will again be reviewed quarterly.
- Pressures across the estate, from utilities, the need to extend leases associated with on-going capital programmes, unexpected reactive repairs across, and fire safety and other legislation, requiring the council to bring buildings up to regulatory standards.

2.15 Strategy and Resources

- Risk around potential overspend relating to temp and short-term accommodation where the capped subsidy paid by DWP does not meet full rental costs.

2.16 Corporate

- Inflation risks continue to be a council-wide risk, with the latest headline CPI rate standing at 6.7%. Although the rate of inflation is falling, it is not falling at the rate originally predicted by the Bank of England and economists. There is a risk that the inflation assumptions which informed the 2023/24 budget were too low and this could cause a pressure in 2023/24.

3 Ringfenced funding

Housing Revenue Account (HRA)

3.0 The HRA budget has been set in line with the 30-year business plan and approved by Full council March 2023.

3.1 The service-related elements of the HRA are forecasted to be £3.243m favourable to budget. This is offset by a corresponding charge of £3.243m in RCCO (Revenue contribution to Capital Outlay). The £3.243m underspend is comprised of:

- £3.776m favourable - The dwelling rent income is projected to surpass expectations by generating a favourable dwelling rent income of £3.776m. This accomplishment is a direct result of renting out more units than originally budgeted for this year, which is driven by lower-than-expected HRA stock reductions. Plus, low void rates projected.
- £1.419m favourable – Service & other Charges are projected to exceed budget by £1.419m. This is attributed to HRA tenants paying higher amounts for gas and electricity costs.
- £1.548m favourable - Our treasury department is projected to managed and invest HRA cash balances, resulting in higher interest income. n balances are expected to exceed our initial expectations.
- £1.191m favourable – This is mainly due to £1.190m insurance reimbursement for fire damage repair costs at Willow House in FY19/20.

- The projections include demolition costs of the recently fire-damaged properties at Moss Hall Grove of £0.607m. Another insurance claim will fund these costs, hence it is likely to have a null impact on the accounts.
- Offset by £3.038m adverse- The budget is likely to be exceeded, with the projected Debt Expense (interest costs) higher by £3.038m. This is primarily due to un-budgeted, but anticipated borrowings in the third quarter of this financial year. The unbudgeted borrowings are to fund the purchase of 249 units at Colindale Gardens.
- £1.536m adverse - Increase in Other costs. This is mainly due to the following:
 - £0.871m of Council Tax costs that have been unpaid for a significant amount of time. The dispute arose due to inaccuracies in the information held by the Revenue Team for multiple properties including tenanted, demolished, and sold ones. To resolve the debt situation in Revenue, HRA will pay the amount owed and continue to work towards obtaining refunds once each matter is dealt with.
 - £0.665 of additional Gas and electricity costs forecast for this financial year, due to increased market costs for gas & electricity.
- £0.108m adverse- Underachievement on recharge to General fund for the use of HRA Units designated for regeneration

3.2 There are on-going risks associated with the 30-year HRA business plan.

- Interest rates on borrowing increasing to c.5%. This may impact the financial affordability of capital programmes in future years. The council's treasury team are considering options for borrowing in line with need.
- Rent-setting for council dwellings and temporary accommodation is historically set at CPI+1% and communicated to tenants in February of each year. We await confirmation from Government as to the level of increase in 2024/25.
- Meeting Fire Safety and other regulatory requirements are likely to add further financial pressure on the HRA, as the cost of raw materials and availability of skilled labour continue to drive costs higher than the level of rent inflation.
- High levels of disrepair claims and associated legal costs.
- Fuel/ Vehicle costs – insurance and fuel costs are continuing to rise.
- Impact of proactive approach to assisting with Damp and Mould issues across the estate

Table 5: HRA Forecast Outturn position

HRA - Revenue	22/23 Outturn	2023/24 Budget	Month 6 Actuals	Month 6 Forecast Outturn after reserves	Month 6 Variance after reserves
	£'000	£'000	£'000	£'000	£'000
Dwelling Rent	(52,578)	(51,734)	(27,884)	(55,510)	(3,776)
Non-Dwelling Rent	(1,069)	(1,021)	(481)	(1,020)	0
Service & Other Charges	(6,628)	(7,491)	(5,958)	(8,910)	(1,419)
Other Income	(317)	(227)	(0)	(119)	108
Housing Management	20,624	21,763	14,391	21,763	-
Other Costs	1,647	804	(2,056)	2,339	1,536
Internal recharges	3,082	2,776	10	2,776	-
Repairs & Maintenance - Mgt Fee	9,743	9,540	5,565	9,540	-
Repairs & Maint - Non Core	0	-	-	(1,191)	(1,191)
Provision for Bad Debt	942	1,185	-	1,185	-
Regeneration	688	-	(94)	0	0
Debt Management Expenses	11,520	11,568	-	14,606	3,038
Interest on Balances	(2,434)	(62)	(2)	(1,600)	(1,538)
HRA Controllable (Surplus)/Deficit	(14,782)	(12,897)	(16,509)	(16,140)	(3,243)
Depreciation	12,683	12,703	-	12,703	-
RCCO	1,998	-	-	3,243	3,243
HRA Capital Charges	14,681	12,703	-	15,946	3,243
HRA (Surplus)/Deficit	(100)	(194)	(16,509)	(194)	-

3.3 The projected HRA reserve is £4.314m, an increase of £0.194m from the opening reserve of £4.020m.

Table 6: HRA Forecast Outturn - Reserves

Service Area	B/Fwd	Revenue Movement	Depreciation & RCCO	Forecast Funding for Capex CFR	C/Fwd
	£'000	£'000	£'000	£'000	£'000
HRA Reserve	(4,120)	(16,140)	15,946		(4,314)
Major Repairs Reserve	(2,000)		(15,946)	15,946	(2,000)
HRA Reserves	(6,020)	(16,140)	-	15,946	(6,314)

Dedicated Schools Grant (DSG)

- 3.4 At M6, the DSG forecast outturn is a surplus of £1.823m on business-as-usual activities. This is outlined in Table 7.
- 3.5 For 2023-24, the total allocation for Barnet DSG is £426.9m with £266.435m going via the LA.
- 3.6 The growth fund is forecast to underspend after agreed funding of £0.394m for Hasmorean High School for Boys and £0.169m for Underhill against the budget of £1.761m.
- 3.7 The underspend of £0.625m against individual schools budget is due primarily to timing differences in repayment of cash advances previously paid to a number of schools experiencing cash flow difficulties.

Table 7: DSG Forecast Outturn

	2022-23 Outturn	2023-24 Budget	2023-24 Forecast	2023-24 Variance
	£m	£m	£m	£m
Expenditure				
Schools Block:				
Individual Schools Budget	152.267	160.196	159.571	(0.625)
ESG Retained Funding	0.700	0.700	0.700	0
Growth fund	0.384	1.761	0.563	(1.198)
Central School Services	2.344	2.369	2.369	0
Sub-total	155.695	165.026	163.203	(1.823)
Early Years Block	29.181	32.519	32.519	0
High Needs Block	60.975	68.890	68.890	0
Sub-total	90.156	101.409	101.409	0
Grand Total	245.851	266.435	264.612	(1.823)
Income				
DSG Income	(250.692)	(266.435)	(266.435)	
DSG Balance	(4.841)	0	0	(1.823)

- 3.8 The DSG reserve brought forward balance into 2023-24 was £9.711m. The schools' forum has agreed to use up to £1.000m of this reserve to fund the Hong Kong & Afghanistan Refugees joining our schools in Barnet, of which £0.213m was spent in 2022-23 and the remaining balance of £0.787m is planned to be utilised in 2023-24. In addition, a further £1.000m is earmarked for therapies (High Needs) and £1.539m of Early Years is earmarked and is subject to DfE clawback.

Table 8: DSG Forecast Outturn - Reserves

DSG reserves	B/Fwd	Use of Reserve	Top up Reserve	Net Use of Reserves	C/Fwd
	£m	£m	£m		£m
DSG Reserve	(9.711)	3.326	(1.823)	1.503	(8.208)
DSG Reserves	(9.711)	3.326	(1.823)	1.503	(8.208)

Public Health Grant

- 3.9 The Public Health Grant of £18.915m is forecast to overspend by £0.539m. This is to be funded by a drawdown from the Public Health ring fenced reserve. The variance mainly relates to one off use of the Public Health Reserve for Prevention projects and some demand led costs offset partially by underspends in support costs.
- 3.10 A further £0.076m is forecast to be drawn down from Public Health Reserve to cover other one-off items in Public Health cost centres funded from General Fund.

Table 9: Public Health Forecast Outturn

Service Area	2023/24 Budget	2023/24 forecast	Variance	PH Reserve applied	Variance after Reserves
	£m`	£m	£m	£m	£m
Public Health Grant	18.915	19.454	0.539	(0.539)	0.000
Total	18.915	19.454	0.539	(0.539)	0.000

- 3.11 The Public Health Grant Reserve carried forward from 2022/23 is £1.602m. The projected drawdown required as noted in 3.10 and 3.11 is £0.615m leaving the reserve with a balance of £0.987m.

Table 10: Public Health Grant Forecast Reserve position

Reserves use	Reserve at start of 2023/24	Use of Reserve	Reserve c/fwd to 2023/24
	£m	£m	£m
Public Health Reserve	1.602	(0.615)	0.987

Special Parking Account

- 3.12 Income received from parking charges is paid into a Special Parking Account (SPA) to comply with legislative requirements. Any surplus is appropriated into the General Fund at year end. The act requires any surplus to be spent on specified traffic and highways management objectives. The table below illustrates the forecast outturn position for the SPA and the appropriation to the general fund. The SPA forecast outturn for 2023-24 is a shortfall of £2.932m.
- 3.13 Parking contravention trends remain volatile with on-street enforcement reporting increased levels of issuance during this period but conversely, moving traffic contraventions and bus lane PCN recovery rates have reduced slightly, there has been an improvement across other parking work streams. It appears the increased prevalence of working from home, flexible working arrangements and ongoing cost of living issue continue to have an impact on travel and parking patterns.
- 3.14 A fundamental review of the council's CPZ programme has now concluded, and capital bid submitted was approved by the Capital Strategy Board. The revised programme will be delivered over four years.

Table 11: Special Parking Account Forecast Outturn

SPA Accounts	2023-24 Budget	Estimated 2023-24 Outturn	
	£m	£m	£m
Income	Budgeted SPA Account	M6 Forecast Outturn	M6 Variance
Penalty Charge Notices	(13.727)	(10.873)	2.854
Residents Permits	(3.232)	(3.696)	(0.464)
Pay & Display	(3.725)	(3.881)	(0.156)
CCTV Bus lanes	(1.110)	(0.910)	0.200
Total Income	(21.794)	(19.360)	2.434
Operating Expenditure (running costs)	8.261	8.759	0.498
Net Operating Surplus	(13.533)	(10.601)	2.932
Appropriation to General Fund	(13.533)	(10.601)	2.932

4 Capital Programme

Capital Programme 2023-2028

4.0 The council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). Capital projects are considered within the council's overall medium to long term priorities, and the preparation of the capital programme is an integral part of the financial planning process. This includes taking account of the revenue implications of the projects in the revenue budget setting process.

Forecast Outturn

4.1 The summary of the revised capital programme for Cabinet approval broken down by Portfolio is as follows:

Table 12: Summary of Proposed Capital Programme after changes

Cabinet	2023-24	2024-25	2025-26	2026-27	2027-28	Total
	£m	£m	£m	£m	£m	£m
Adults and Social Care	5.570	3.762	0	0	0	9.332
Homes and Regeneration (Brent Cross)	52.708	25.643	7.909	0	0	86.260
Family Friendly Barnet	9.759	16.080	50.431	5.821	0	37.092
Culture, Leisure, Arts and Sports	1.728	0.499	0	0	0	2.227
Environment and Climate Change	50.701	35.250	13.742	0.745	0.837	101.275
Homes and Regeneration	108.226	83.705	53.472	4.556	1.072	251.030
Resources and Effective Council	17.383	13.954	0.510	0.310	0	32.157
Total - General Fund	246.075	178.893	81.064	11.432	1.909	519.372
Housing Revenue Account	174.485	80.860	65.092	40.269	13.908	374.615
Total - All Services	420.559	259.752	146.156	51.701	15.818	893.987

4.2 A more detailed breakdown of the capital programme is shown in Appendix A to this report.

Slippage/Acceleration

4.3 The net slippage/acceleration reported at month 6 was £48.852m with £56.480m spend being slipped out of the 2023/24 financial year into future periods and £7.628m accelerated into 2023/24.

Table 13 Revised Capital Programme

Budget Movement Type	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	Total Budget
	£m	£m	£m	£m	£m	£m
Reported Capital Budget - July 2023	387.508	217.023	134.535	68.811	1.072	808.949
Slippage/Acceleration	(48.852)	41.959	10.838	(17.853)	13.908	(0)
Additions	93.839	1.487	0.782	0.745	0.837	9,690
Deletions	(11.937)	(0.716)	0	0	0	(12.653)
Reported Capital Budget - September 2023 Revised Programme	420.558	259.753	146.155	51.702	15.817	893.987

4.4 As the council progresses through the financial year, estimates of slippage and accelerated spend will become more accurate. As such, any capital financing adjustments will be presented to Cabinet with outturn adjustments undertaken by the Chief Financial Officer at year end, in accordance with financial regulations.

4.5 The breakdown of net slippage and acceleration by Cabinet is shown below:

Table 14: Summary of Net Slippage

Cabinet	Net Slippage	Net Acceleration	Net Slippage/Acceleration
	£m	£m	£m
Adults and Social Care	(3.405)	0	(3.405)
Culture, Leisure, Arts and Sports	0	0.019	0.019
Environment and Climate Change	(6.969)	0.057	(6.911)
Family Friendly Barnet	(2.632)	0.040	(2.592)
Homes and Regeneration	(13.788)	0.030	(13.758)
Homes and Regeneration (Brent Cross)	(2.219)	0.122	(2.097)
Resources and Effective Council	(8.143)	0	(8.143)
Total - General Fund	(37.155)	0.269	(36.886)
Housing Revenue Account	(19.325)	7.359	(11.965)
Total - All Services	(56.480)	7.628	(48.852)

Additions

4.6 Local Implementation Plan 2016/17 and onwards (£0.220m) bringing funding level in line with what has been agreed and additional Bus Priority funding.

4.7 Critical Infrastructure (£0.027m) agreed contributions from BXS Limited Partnership (JVLP) towards footway improvements.

- 4.8 Active Route - the Barnet Loop SCIL (£0.190m) agreed additional TFL contributions to support delivering key cycle routes.
- 4.9 Highway Asset Management/Network Recovery Plan (NRP) Phase 2 (£0.200m) agreed additional TFL contributions to support improving the boroughs roads network.
- 4.10 SEN Other Projects (£0.531m) additional grant funding for school improvements
- 4.11 Modernisation - Primary & Secondary (£3.473m) grant awarded for the modernisation of primary and secondary schools.
- 4.12 Development Portfolio (£0.575m) grant awarded which will enable works to Avon Crescent
- 4.13 HRA Colindale Gardens (£75.000m) this addition to the programme was agreed at June cabinet. This funding will lead to the acquisition of properties within Colindale Gardens and let at social rent.
- 4.14 Disabled Facilities Programme (£0.252m) additional grant funding received.
- 4.15 Trojan Phase 2 EV Project (£7.090m) contributions for electric vehicle charging points in residential streets.
- 4.16 Jolt Town Centre EV Project (£3.500m) contributions for electric vehicle charging points in town centres.
- 4.17 Controlled Parking Zones (CPZs) (£5.055m) to implement the updated Controlled Parking Zone (CPZ) programme for the period 2023 to 2028.

Deletions

- 4.18 Modular Homes (£5.953m) due to changes in the previously agreed programme, a new bid will be submitted at a future cabinet for approval.
- 4.19 Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero (£6.700m) as the amount of loan intended to borrow from MEEF has now reduced.
- 4.20 The funding for the capital programme is set out below:

Table 15 Financing of the Proposed Capital Programme

Cabinet	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (MEEF*)	Borrowing (PWLb)	Total
Adults and Social Care	6.718	0	0	0	2.471	0	0.143	9.332
Homes and Regeneration (Brent Cross)	59.236	0	17.517	1.011	0	0	8.496	86.261
Family Friendly Barnet	32.505	1.657	0.116	0	0.268	0	2.547	37.092
Culture, Leisure, Arts and Sports	0.439	0	0.038	0	1.745	0	0.005	2.227
Environment and Climate Change	15.979	7.283	0.382	0	38.592	0	39.039	101.274
Homes and Regeneration	47.802	6.078	8.545	0	35.981	1.700	150.923	251.030
Resources and Effective Council	0.001	0.045	0.054	0	0	0	32.056	32.157
Total - General Fund	162.681	15.063	26.651	1.011	79.057	1.700	233.208	519.372
Housing Revenue Account	21.869	2.900	32.490	38.930	0	0	278.424	374.615
Total - All Services	184.550	17.963	59.141	39.942	79.057	1.700	511.633	893.987

Borrowing

- 4.21 £512m of the total capital programme will be funded from borrowing of which £106m is on-lent to Opendoor Homes for the acquisition or delivery of new housing.
- 4.22 Borrowing is typically, Public Works Loan Board loans to support capital expenditure; this type of capital funding has revenue implications (i.e. interest and provision to pay back loan).
- 4.23 Included in the total Capital programme, is £1.7m borrowing from the Mayor's Energy Efficiency Fund. This borrowing is cheaper than PWLB borrowing and is only eligible to use on projects intended to achieve net zero.

Capital Receipts

- 4.24 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive. Capital Receipts are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets.
- 4.25 £59.1m of the above capital programme is planned to be funded by capital receipts. Of the £59.1m, £32.5m will be funded from HRA capital receipt (RTB Receipts) and £26.6m from General Fund Receipts.
- 4.26 Current receipts are standing at £47.940m with £38.648m being HRA receipts and the remaining £9.293m General Fund receipts. The current disposal programme estimates General Fund disposals of £1.070m in 23/24 and £15.825m in 24/25.
- 4.27 Assuming no further General Fund disposals there would be a shortfall of capital receipts which would be replaced by borrowing which would result in additional interest and MRP costs.
- 4.28 £32.5m HRA expenditure will be funded from Capital receipts from Right to Buy sales.
- 4.29 HRA funding will also finance Open Door New Build Housing (£7.24m of which £2.67m is expected to be funded from capital receipts), of which is shown in the above table under Homes and Regeneration Portfolio. Current HRA capital receipt balances plus future estimates suggest that there will be enough HRA capital receipts to fund the relevant projects.

Capital Grants & Contributions

- 4.30 The current capital programme shows £184.550m will be funded from Capital Grants. S106 and CIL are standing at £17.963m and £79.057m, respectively.
- 4.31 Capital grants are mainly received from central government departments (such as the Brent Cross grant from MHCLG) or other partners or funding agencies (such Transport for London, Education Funding Authority).
- 4.32 S106 contributions are a developer contribution towards infrastructure; confined to specific area and to be used within specific timeframe.
- 4.33 Community Infrastructure Levy (CIL) funds are developer contribution towards infrastructure; they can be used borough wide but still have time restrictions on use.
- 4.34 Current capital programme forecasts plus future estimates suggest that there will be enough S106 contributions to fund the relevant projects.

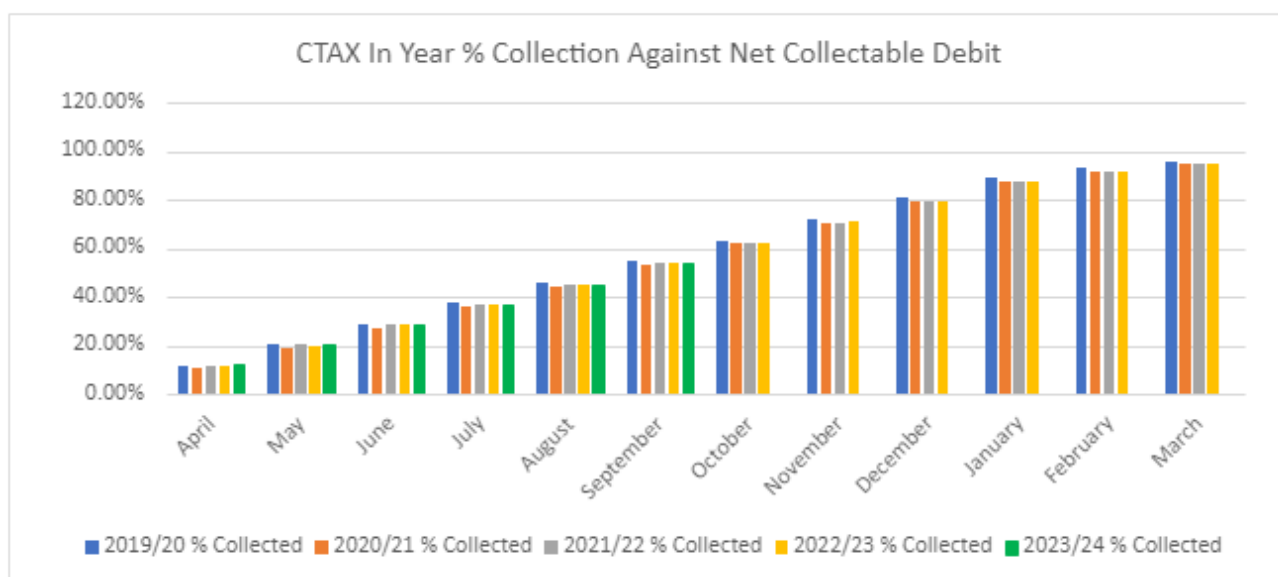
Capital Virements

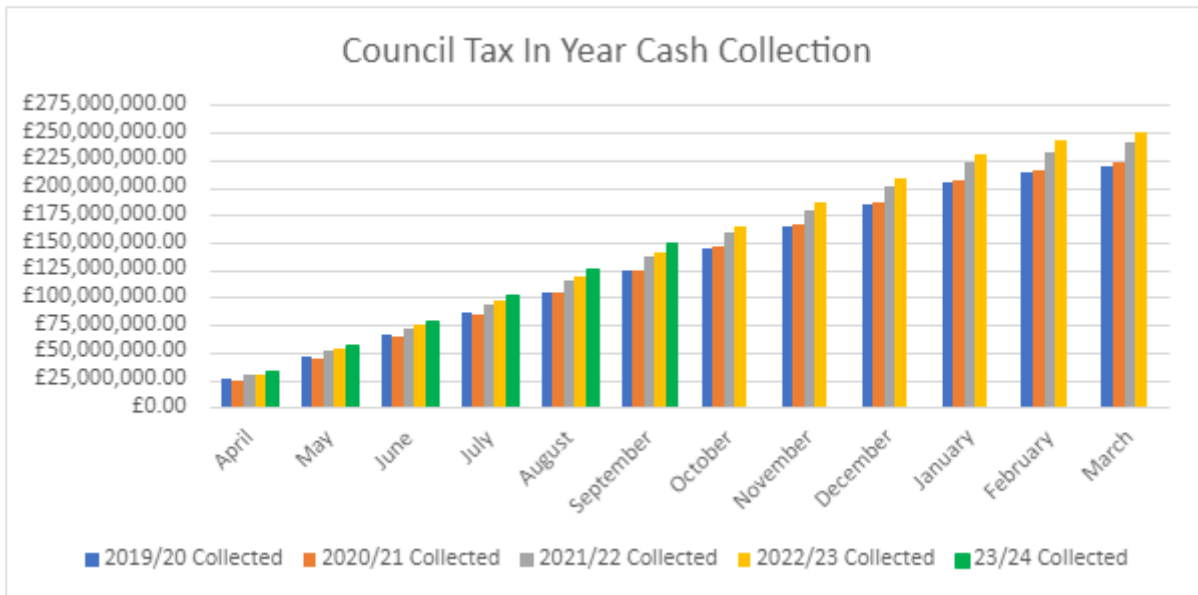
- 4.35 Cabinet approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e., as per the budget book. The report must show the proposed: I. Budget transfers between projects and by year; II. Funding transfers between projects and by year; and III. A summary based on a template approved by the Chief Finance Officer.
- 4.36 Cabinet approval is required for all capital additions to the capital programme. Cabinet may only approve additions up to £50m additions above this should be approved by Council. All Capital additions are reviewed by senior officers prior to being recommended for approval to Cabinet. Capital additions should also be included in the quarterly budget monitoring report to Cabinet for noting.
- 4.37 Funding substitutions in order to maximise funding are the responsibility of the Chief Finance Officer

5 Revenues and debt

Collection Fund – Council Tax

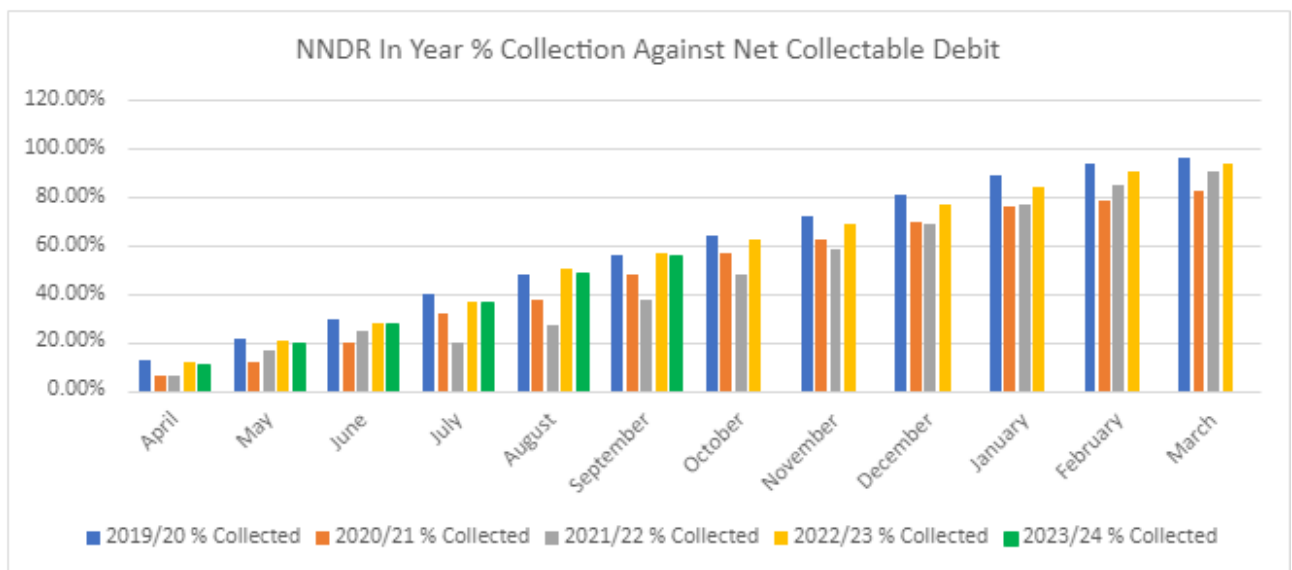
- 5.0 For the purposes of this report, current year information has been compared against 2019-20, 2020-21, 2021-22 and 2022-23. This is to allow a visible comparison from pre-pandemic through to current period.
- 5.1 The collection rate in September 2023 is 53.59%, this is 0.02% lower than September 2022, 0.02% higher than September 2021, 0.29% higher than June 2020 and 0.93% lower than June 2019 (pre-pandemic).
- 5.2 In cash terms, September 2023 collection levels are £8.336m higher than September 2022, £13.450m higher than 2021, £24.615m higher than 2020 and £25.625 higher than 2019 (pre - pandemic) – this is due in part to annual increases in both the council tax base and the household charge over budget cycles.
- 5.3 There has been an underlying recovery impact from COVID-19 in Council Tax, however the council's tax base has improved through additional completions and there is not expected to be an adverse pressure on the Collection Fund arising from the tax base.
- 5.4 Council Tax Support expenditure forecast for September is £0.144m below budget.
- 5.5 The charts show the comparison of collection rates and cash values since 2019/20 (pre-pandemic).

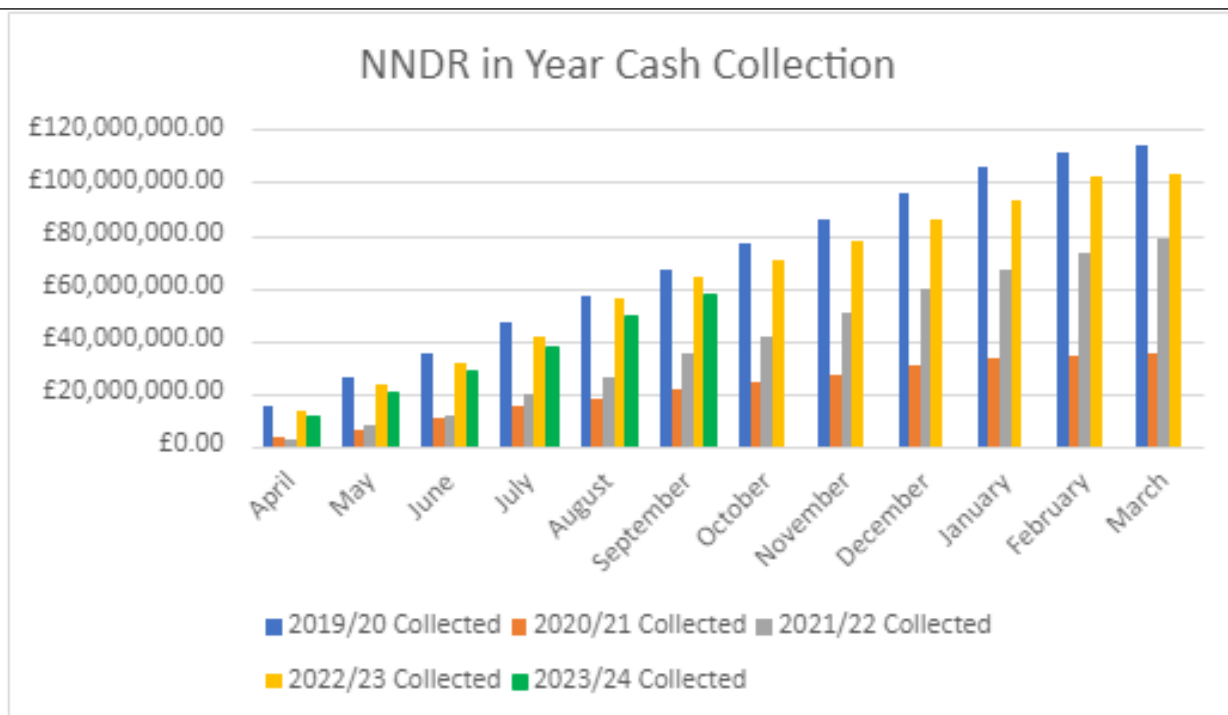




Collection Fund – Business Rates

- 5.6 The Business Rates collection rate in September 2023 is 56.14%, a decrease of 0.64% compared to 2022, 18.47% increase compared to 2021, 8.18% increase compared to 2020 and 0.17% higher than 2019.
- 5.7 In cash terms, the current collection level is £6.313m lower than September 2022, £22.367m higher than 2021, £36.208m higher than 2020 and £9.222m lower than 2019.
- 5.8 The cash collection is impacted by the Net Collectible debit (NCD) in each year. In September 2023, the NCD is £9.968m lower than 2022 which is why we have seen a reduction in cash collected between these years.
- 5.9 The charts below show the comparison of collection rates and cash values since 2019-20 (pre-pandemic).





Emergency Financial Support for Residents

5.10 Emergency support is in the form of Discretionary Housing Payments (DHP), Discretionary Council Tax Discounts (S13A) and Resident Support Fund (RSF) payments.

- DHP awards as at end of September 2023 are £0.664m and we are forecasting that we will spend 100% of Governments funding in this area which is £1.475m
- S13A awards as at end of September 2023 are £0.205m and we are currently forecasting an annual spend of £0.410m.
- RSF awards as at the end of September 2023 are £0.312m and we are currently forecasting an annual spend of £0.625m

Court Costs

5.11 September 2023 court costs awarded are £1.248m which is 21.1% lower than September 2022.

5.12 Court costs collected as at end of September 2023 are £0.586m which is 20.5% lower than June 2022

5.13 The current budgeted income forecast is not expected to be impacted by the reduction in costs awarded in quarter 2 of this year against last.

Housing Benefit Overpayments (HBOP)

5.14 Housing Benefit Overpayment Collection at the end of September 2023 is £1.178m. This is 0.11% higher than September 2022.

5.15 From the current forecasted income in this area, it is expected that the budget target of £2.645m will be met for 2023/24.

Sundry Debt

5.16 Between August 2023 and September 2023 overall debtors increased by £0.430m. It should be noted that this information is a snapshot as at that date and the overall position varies.

Table 16: Aged Debt Analysis as at 30 September 2023

Debtor	Not Overdue	Up to 30 days	30 - 60 days	60 - 90 days	Over 90 days	Total Debt
	£m	£m	£m	£m	£m	£m
Month 6	2.412	1.922	1.082	0.514	28.314	34.244
Month 5	1.860	1.643	1.071	0.200	28.487	33.261
Movement	0.552	0.279	0.011	0.314	-0.173	0.983

5.17 The table below gives detail of the top ten individual debts by debtor, totalling £19.237m.

Table 17: Top Ten Debtors 30 September 2023

Top Ten Debtors 30 June 2023						
Debtor	Total Debt	Not Overdue	Up to 30 days	30 - 60 days	60 - 90 days	Over 90 days
	£m	£m	£m	£m	£m	£m
NHS NORTH CENTRAL LONDON ICB	16.129	0	0.030	0.082	0	16.017
THE FREMANTLE TRUST	1.357	0	0	0	0	1.357
Barratt Metropolitan LLP	0.584	0	0.571	0	0	0.013
MIDDLESEX UNIVERSITY	0.362	0.319	0.051	0	0.002	(0.010)
NHS North Central London CCG	0.201	0	0	0	0	0.201
Mechinah Golders Green LTD	0.143	0	0	0	0	0.143
Capita Business Services Ltd	0.141	0.001	0.094	0	0.046	0
COMMUNITY FOCUS INCLUSIVE ARTS	0.113	0	0	0	0.006	0.107
Pod Point Limited	0.111	0	0	0.111	0	0
MEADOWSIDE RES. CARE HOME	0.095	0	0	0	0	0.095
Total	19.237	0.320	0.745	0.194	0.054	17.923

5.18 There is a significant class of debt relating to Adult Social Care client contributions. At the end of September 23, the level of total debt related to individuals who receive adult social care services was £12.632m, of which £6.91m is greater than 1 year old, although £2.7m relates to Deferred Payment Arrangement (DPA) Debt accounts. In 23/24, the Debt Project Team are continuing to look at the entire debt cohort, with a view to prevent debt build up for ALL new clients, whilst dealing with all the ongoing debt cases. The team has recovered a total of £1.4m so far in 23/24 as well as securing £0.4m worth of DPA debt against individual properties.

5.19 NHS NCL: Ongoing discussion with service area and CCG colleagues concerning the remaining balance.

5.20 The legal situation with The Fremantle Trust, which includes Meadowside Care Homes, is still ongoing and senior officers are working towards achieving a resolution. This also includes the debt allocated to Meadowside Residential Home.

5.21 Barratt Metropolitan LLP Outstanding invoice not being paid due to lack of PO. Resolution being sought with service area.

5.22 Middlesex University £197k remit received.

5.23 Property services are currently working with HBPL around the sale of the land associated with the Mechinah Golders Green Ltd debt. The repayment of this debt is included within the negotiations.

- 5.24 Capita Property Services debt relates to lack of PO. Resolution being sought with service area.
- 5.25 Community Focus Inclusive Arts service area seeking resolution.
- 5.26 Pod Point Ltd payment has now been made.

6 Treasury & Liquidity

- 6.0 The council adopted its current Treasury Management Strategy Statement (TMSS) at Full Council in February 2023. There have been no revisions since that time.
- 6.1 At the end of September 2023, the council held £105.9m in short-term investments with an interest rate spread from 4.70% to 5.80%, averaging 5.30% yield. £45.9m is invested in same-day money market funds (MMF) with the balance of £60m in fixed term deposits with maturity dates of less than 1 year.
- 6.2 The above spread of investments is in line with the market offering higher yields on longer-term deposits and the organisation being sufficiently liquid at the time of placing the fixed term deposits, however the council's expenditure has been higher than expected through the year to date, so the treasury team has been active as a borrower in the short-term inter-local authority market to help manage its cashflow.
- 6.3 During 2023, the council did not breach its major indicators for external borrowing – the operational boundary (£819.873m) and the authorised limit (£919.873m) that were agreed in the 2023/24 TMSS.
- 6.4 Since 1 April 2023, the council has borrowed £60m as annuity loans from the Public Works Loan Board (PWLb). Total long-term borrowing totals £744.1m of which £62.5m is Lender Option Borrower Option (LOBO) loans where the lender option is next due in 2024. The remaining £681.6m is long-term borrowing from the PWLB.
- 6.5 The council is monitoring progression of its capital programme and interest rates as there is a need to increase its external borrowing to finance capital projects scheduled to be progressed this year. Consideration is being given to both current and forecasted gilt yields, as these dictate the current cost of borrowing and the refinancing costs respectively, to optimise the costs of financing the capital programme. The market is expecting interest rates to fall over the course of the next 12-months although the position is very sensitive to inflation reports and other economic data. Where rates are expected to fall, it may make sense to borrow over shorter time horizons while rates are high and then refinance after rates have eased off.
- 6.6 The council had previously fixed forward borrowing at low rates in 2020/2021 and 2021/22, however the council is now operating in a significantly higher interest rate environment. The treasury team's timing of borrowing will be tied more closely to the agreement of new projects and the time the cash is required to avoid any additional cost of carry.
- 6.7 As the council's overall interest payments has increased significantly in the past three financial years, any additional projects included in the capital programme that are to be financed through borrowing will require additional budget to be allocated to the capital financing budget allocation.
- 6.8 The council is also exploring taking borrowing through the Mayor of London Energy Efficiency Fund (MEEF). Borrowing terms through MEEF are significantly more favourable than borrowing via PWLB. The use of MEEF funds needs to be earmarked to projects that demonstrably reduce emissions / improve energy efficiency.
- 6.9 The treasury team has projected forward its cost centre (broadly Interest payable less investment income receivable plus other expenses (bank charges / fees) to 2030. This analysis suggests that,

based on the current capital programme, expenditure on the treasury cost centre may increase substantially which would create additional pressures on the council (to the extent these costs are not budgeted for or offset through other savings in services). This analysis has been shared with the team pulling together the MTFs.

6.10 The treasury team has also raised awareness that use of historical reserves (including capital receipts and grants unapplied) will likely increase our external borrowing need as reserves are generally backed by “internal borrowing”, used to finance historical capital expenditure, rather than cash. This means that when reserves are utilised the internal borrowing needs to be converted to external borrowing. There is a financing implication of this that may create further pressures. The treasury team is building use of reserves into its long-term and current year forecasts.

6.11 As cash balances reduce, day-to-day liquidity needs to be more actively managed. Over August, the council experienced net cash out-go of £36m. This necessitated the council borrowing £20m from other Local Authorities on a short-term basis. The council has further borrowed £40m during October to manage liquidity and is likely to need to borrow significantly before the year-end to reflect capital expenditure and use of reserves mentioned in 7.11.

7 Post Decision Implementation

7.0 None

8 Corporate Priorities, Performance and Other Considerations

Corporate Plan

8.0 This supports the council’s corporate priorities as expressed through the Corporate Plan which sets out our vision and strategy for the borough. This includes the outcomes we want to achieve for the borough, the priorities we will focus limited resources on and, our approach for how we will deliver this.

Corporate Performance / Outcome Measures

8.1 None in the context of this report

Sustainability

8.2 None in the context of this report

Corporate Parenting

8.3 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

Risk Management

8.4 Regular monitoring of financial performance is a key part of the overall risk management approach of the council.

Insight

8.5 Whilst not specifically applicable to this report, insight is used to support the future financial forecasts including risks and opportunities highlighted for 2023/24 in this report through activity drivers and place-based understanding.

Social Value

8.6 No application to this report

9 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

9.0 This report considers the forecast outturn position of the council at the end of the financial year.

10 Legal and Constitutional References

- 10.0 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.
- 10.1 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.
- 10.2 The council’s Constitution, Article 7 Part 2D sets out the function of Cabinet. The Cabinet is responsible for the following functions:
- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
 - Monitoring the implementation of the budget and financial strategy;
 - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council;
 - Approving policies that are not part of the policy framework; 3.
 - Management of the Council’s Capital Programme;
- 10.3 The council’s Constitution, Part 4A sets out the financial regulations part 2.5.4 states that the relevant committee (for example, Licensing and General Purposes Committee) or Cabinet can approve in-year changes to fees and charges subject to them being reported to Council and any requirements relating to public consultation and equality impact assessments being undertaken

11 Consulting and Engagement

- 11.0 The council will conduct a consultation which will cover the proposed changes to fees and charges as laid out in Appendix B.

12 Equalities and Diversity

- 12.0 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties, they are not duties to secure a particular outcome. Consideration of these duties should precede the decision. The statutory grounds of the public sector equal duty are found at section 149 of the Equality Act 2010 and are as follows:
- 12.1 A public authority must, in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 12.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share relevant protected characteristic that are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 12.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons’ disabilities.

- 12.4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to.
- 12.5 Tackle prejudices and promote understanding.
- 12.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
 - Marriage and Civil partnership
- 12.7 This is set out in the council's Equalities Policy together with our strategic Equalities Objective – as set out in the Corporate Plan – that, citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.
- 12.8 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

13 Background Papers

13.0 None

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Additions, Deletions, Slippage, accelerated spend

Year	Directorate	Cabinet	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2023-24	Customer and Place	Homes and Regeneration	COLINDALE FOW MODIFICATIONS	105			Transfer	Borrowing
2023-24	Customer and Place	Homes and Regeneration	Estates Optimisation Programme	(105)			Transfer	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Improving Barnet's Roads	(4,000)			Transfer	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Improving Barnet's Roads	(4,000)			Transfer	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2	4,000			Transfer	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2	4,000			Transfer	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Local Implementation Plan 2016/17 and onwards		149		Addition	Grants
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure		27		Addition	Grants
2023-24	Customer and Place	Homes and Regeneration	Active Route - the Barnet Loop SCIL		190		Addition	Grants
2023-24	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2		200		Addition	Grants
2023-24	Children's Family Services	Family Friendly Barnet	SEN Other Projects		531		Addition	Grants
2023-24	Children's Family Services	Family Friendly Barnet	Modernisation - Primary & Secondary		3,473		Addition	Grants
2023-24	Customer and Place	Homes and Regeneration	Development Portfolio		575		Addition	Grants
2023-24	HRA	Housing Revenue Account	HRA Colindale Gardens		19,467		Addition	Capital receipts
2023-24	HRA	Housing Revenue Account	HRA Colindale Gardens		10,533		Addition	Grants
2023-24	HRA	Housing Revenue Account	HRA Colindale Gardens		45,000		Addition	Borrowing
2023-24	Adults and Health	Adults and Social Care	Disabled Facilities Grants Programme		252		Addition	Grants
2023-24	Customer and Place	Environment and Climate Change	Local Implementation Plan 2016/17 and onwards		71		Addition	Grants
2023-24	Customer and Place	Environment and Climate Change	Trojan Phase 2 EV Project		7,090		Addition	Grants and contributions
2023-24	Customer and Place	Environment and Climate Change	Jolt Town Centre EV Project		3,500		Addition	Grants and contributions
2023-24	Customer and Place	Homes and Regeneration	Small Sites Programme (GF)	(716)			Deletion	Capital receipts
2024-25	Customer and Place	Homes and Regeneration	Small Sites Programme (GF)	(716)			Deletion	Capital receipts
2023-24	HRA	Housing Revenue Account	Small Sites Programme (HRA)	(1,800)			Deletion	Grants and contributions
2023-24	HRA	Housing Revenue Account	Small Sites Programme (HRA)	(2,721)			Deletion	Borrowing
2023-24	Adults and Health	Adults and Social Care	Green spaces development project		160		Addition	S106
2023-24	Adults and Health	Adults and Social Care	Green spaces development project		1,092		Addition	Grants and contributions
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure		325		Addition	S106
2023-24	Customer and Place	Environment and Climate Change	Investment in Roads & Pavement (NRP)	(30)			Transfer	CIL
2023-24	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2	30			Transfer	CIL
2023-24	Customer and Place	Environment and Climate Change	COVID19 Social Distancing Projects	10			Transfer	Grants
2023-24	Customer and Place	Environment and Climate Change	Local Implementation Plan 2016/17 and onwards	(10)			Transfer	Grants
2023-24	Customer and Place	Homes and Regeneration	Moxon Street & Whittings Hill OBC	(485)			Transfer	Borrowing
2023-24	Customer and Place	Homes and Regeneration	Mixed tenure housing programme (Tranche 1)	485			Transfer	Borrowing
2023-24	Adults and Health	Adults and Social Care	Sport and Physical Activities	(352)			Transfer	Grants/Capital Receipts
2023-24	Adults and Health	Culture, Leisure, Arts and Sports	Sport and Physical Activities	352			Transfer	Grants/Capital Receipts
2023-24	Adults and Health	Adults and Social Care	Gaelic playing pitch relocation	(155)			Transfer	S106
2023-24	Adults and Health	Environment and Climate Change	Gaelic playing pitch relocation	155			Transfer	S106
2023-24	Customer and Place	Homes and Regeneration	Milesplit Cemetery Works	(344)			Transfer	Borrowing
2024-25	Customer and Place	Homes and Regeneration	Milesplit Cemetery Works	(863)			Transfer	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Milesplit Cemetery Works	344			Transfer	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Milesplit Cemetery Works	863			Transfer	Borrowing
2023-24	Adults and Health	Homes and Regeneration	Colindale – Parks, Open Spaces and Sports	(1,581)			Transfer	Grants/CIL
2023-24	Adults and Health	Environment and Climate Change	Colindale – Parks, Open Spaces and Sports	1,581			Transfer	Grants/CIL
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure	(326)			Park infrastructure programme split	S106
2023-24	Adults and Health	Adults and Social Care	Barnet Playing Fields	326			Park infrastructure programme split	S106
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure	(162)			Park infrastructure programme split	CIL
2023-24	Adults and Health	Adults and Social Care	Barnet Playing Fields	162			Park infrastructure programme split	CIL
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure	(2,000)			Park infrastructure programme split	CIL
2023-24	Adults and Health	Adults and Social Care	Copthall PF & Mill Hill OS	2,000			Park infrastructure programme split	CIL
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure	(8)			Park infrastructure programme split	Grants
2023-24	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub	8			Park infrastructure programme split	Grants
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure	(272)			Park infrastructure programme split	S106
2023-24	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub	272			Park infrastructure programme split	S106
2023-24	Adults and Health	Adults and Social Care	Park Infrastructure	(1,763)			Park infrastructure programme split	CIL
2023-24	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub	1,763			Park infrastructure programme split	CIL
2024-25	Adults and Health	Adults and Social Care	Park Infrastructure	(7,500)			Park infrastructure programme split	CIL
2024-25	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub	7,500			Park infrastructure programme split	CIL
2025-26	Adults and Health	Adults and Social Care	Park Infrastructure	(6,261)			Park infrastructure programme split	CIL
2025-26	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub	6,261			Park infrastructure programme split	CIL
2025-26	Adults and Health	Adults and Social Care	Park Infrastructure	(2,119)			Park infrastructure programme split	Borrowing
2025-26	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub	2,119			Park infrastructure programme split	Borrowing
2023-24	Customer and Place	Homes and Regeneration	Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero	(6,700)			Deletion	MEEF
2023-24	Adults and Health	Adults and Social Care	Sport and Physical Activities			(38)	Budget reprofile	Capital receipts
2023-24	Adults and Health	Adults and Social Care	Sport and Physical Activities			(292)	Budget reprofile	Grants
2023-24	Adults and Health	Adults and Social Care	Gaelic playing pitch relocation			(105)	Budget reprofile	S106
2023-24	Children's Family Services	Family Friendly Barnet	Oakleigh SEN			(200)	Budget reprofile	Grants
2023-24	Children's Family Services	Family Friendly Barnet	Grammar school projects			(2,178)	Budget reprofile	Grants
2023-24	Children's Family Services	Family Friendly Barnet	Alternative Provision			(254)	Budget reprofile	Grants
2023-24	Children's Family Services	Family Friendly Barnet	Solo Provision Bid			40	Budget reprofile	Borrowing
2023-24	Assurance	Culture, Leisure, Arts and Sports	Enforcement - CCTV			19	Budget reprofile	CIL
2023-24	Customer and Place	Resources and Effective Council	Depot relocation			(8,083)	Budget reprofile	Borrowing
2023-24	Customer and Place	Homes and Regeneration	The Burroughs, Hendon			(3,899)	Budget reprofile	Borrowing
2023-24	Customer and Place	Homes and Regeneration	Town Centre			(2,541)	Budget reprofile	CIL
2023-24	Customer and Place	Homes and Regeneration	Milesplit Cemetery Works			(155)	Budget reprofile	Borrowing
2023-24	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			(1,030)	Budget reprofile	S106
2023-24	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			(582)	Budget reprofile	Grants

Year	Directorate	Cabinet	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2023-24	Customer and Place	Homes and Regeneration	Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero			(868)	Budget reprofile	Borrowing
2023-24	Adults and Health	Environment and Climate Change	Heybourne Park Improvements			(1,466)	Budget reprofile	Borrowing
2023-24	Adults and Health	Environment and Climate Change	Heybourne Park Improvements			(1,781)	Budget reprofile	S106
2023-24	Customer and Place	Homes and Regeneration	Healthier Routes to schools SCIL			30	Budget reprofile	CIL
2023-24	Customer and Place	Homes and Regeneration	Active Route - the Barnet Loop SCIL			(150)	Budget reprofile	CIL
2023-24	Customer and Place	Homes and Regeneration	Care Homes - Meadowside and Dellfield			(3,182)	Budget reprofile	Borrowing
2023-24	Customer and Place	Resources and Effective Council	Connected Places			(60)	Budget reprofile	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Local Implementation Plan 2016/17 and onwards	(311)			Transfer	Grant
2023-24	Customer and Place	Environment and Climate Change	Borough Cycling Programme	311			Transfer	Grant
2023-24	Customer and Place	Environment and Climate Change	Road Traffic Act - Controlled Parking Zones			50	Budget reprofile	S106
2023-24	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2			(525)	Budget reprofile	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Exor Asset Management System			8	Budget reprofile	Borrowing
2023-24	Customer and Place	Environment and Climate Change	Highways & Transportation SCIL			(1,034)	Budget reprofile	CIL
2023-24	Adults and Health	Homes and Regeneration	Colindale – Parks, Open Spaces and Sports			(85)	Budget reprofile	Grants
2023-24	Adults and Health	Homes and Regeneration	Colindale – Parks, Open Spaces and Sports			(1,296)	Budget reprofile	CIL
2023-24	Adults and Health	Adults and Social Care	Victoria Park Infrastructure			(95)	Budget reprofile	Capital Receipts
2023-24	Customer and Place	Environment and Climate Change	Data Works Management system			(170)	Budget reprofile	Capital Receipts
2023-24	Customer and Place	Environment and Climate Change	Vehicles			(1,993)	Budget reprofile	Borrowing
2023-24	Adults and Health	Adults and Social Care	Greenspaces Infrastructure Programme			(402)	Budget reprofile	S106
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Land Acquisitions			(445)	Budget reprofile	Borrowing
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station			(683)	Budget reprofile	Grants
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure			122	Budget reprofile	Grants
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	BXT Land Acquisitions			(1,091)	Budget reprofile	Grants
2023-24	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			680	Budget reprofile	RCCO
2023-24	HRA	Housing Revenue Account	Miscellaneous Repairs			(335)	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	M&E/ GAS			1,113	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	M&E/ GAS			80	Budget reprofile	RCCO
2023-24	HRA	Housing Revenue Account	Voids and Lettings			1,128	Budget reprofile	RCCO
2023-24	HRA	Housing Revenue Account	New Build - 250 units			(1,806)	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	Dollis Valley - property acquisitions			(1,815)	Budget reprofile	Capital Receipts
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Stag)			226	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			3,727	Budget reprofile	Grants
2023-24	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(295)	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	Carbon Neutral works			(1,000)	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	Barnet Homes GLA development programme			(14,369)	Budget reprofile	Borrowing
2023-24	HRA	Housing Revenue Account	HRA Fire Safety Programme			700	Budget reprofile	Borrowing
2023-24	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub			(973)	Budget reprofile	CIL
2023-24	Adults and Health	Adults and Social Care	Copthall PF & Mill Hill OS			(1,500)	Budget reprofile	CIL
2024-25	Adults and Health	Adults and Social Care	Sport and Physical Activities			38	Budget reprofile	Capital Receipts
2024-25	Adults and Health	Adults and Social Care	Sport and Physical Activities			292	Budget reprofile	Grants
2024-25	Adults and Health	Adults and Social Care	Gaelic playing pitch relocation			105	Budget reprofile	S106
2024-25	Children's Family Services	Family Friendly Barnet	Oakleigh SEN			200	Budget reprofile	Grants
2024-25	Children's Family Services	Family Friendly Barnet	Grammar school projects			2,178	Budget reprofile	Grants
2024-25	Children's Family Services	Family Friendly Barnet	Alternative Provision			254	Budget reprofile	Grants
2024-25	Children's Family Services	Family Friendly Barnet	Solo Provision Bid			(40)	Budget reprofile	Borrowing
2024-25	Assurance	Culture, Leisure, Arts and Sports	Enforcement - CCTV			(19)	Budget reprofile	CIL
2024-25	Customer and Place	Resources and Effective Council	Depot relocation			8,083	Budget reprofile	Borrowing
2024-25	Customer and Place	Homes and Regeneration	The Burroughs, Hendon			3,899	Budget reprofile	Borrowing
2024-25	Customer and Place	Homes and Regeneration	Town Centre			8,534	Budget reprofile	CIL
2025-26	Customer and Place	Homes and Regeneration	Town Centre			4,755	Budget reprofile	CIL
2026-27	Customer and Place	Homes and Regeneration	Town Centre			(10,748)	Budget reprofile	CIL
2024-25	Customer and Place	Homes and Regeneration	Millespit Cemetery Works			155	Budget reprofile	Borrowing
2024-25	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			(97)	Budget reprofile	S106
2024-25	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			582	Budget reprofile	Grants
2024-25	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			(3,423)	Budget reprofile	CIL
2025-26	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			1,127	Budget reprofile	S106
2025-26	Customer and Place	Homes and Regeneration	Colindale – Highways and Transport			3,423	Budget reprofile	CIL
2024-25	Customer and Place	Homes and Regeneration	Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero			868	Budget reprofile	Borrowing
2024-25	Adults and Health	Environment and Climate Change	Heybourne Park Improvements			1,466	Budget reprofile	Borrowing
2024-25	Adults and Health	Environment and Climate Change	Heybourne Park Improvements			1,781	Budget reprofile	S106
2024-25	Customer and Place	Homes and Regeneration	Healthier Routes to schools SCIL			(30)	Budget reprofile	CIL
2024-25	Customer and Place	Homes and Regeneration	Active Route - the Barnet Loop SCIL			150	Budget reprofile	CIL
2024-25	Customer and Place	Homes and Regeneration	Care Homes - Meadowside and Dellfield			2,832	Budget reprofile	Borrowing
2025-26	Customer and Place	Homes and Regeneration	Care Homes - Meadowside and Dellfield			350	Budget reprofile	Borrowing
2025-26	Customer and Place	Resources and Effective Council	Connected Places			60	Budget reprofile	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Road Traffic Act - Controlled Parking Zones			(50)	Budget reprofile	S106
2024-25	Customer and Place	Environment and Climate Change	Highway Asset Management/Network Recovery Plan (NRP) Phase 2			525	Budget reprofile	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Exor Asset Management System			(8)	Budget reprofile	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Highways & Transportation SCIL			1,034	Budget reprofile	CIL
2024-25	Adults and Health	Homes and Regeneration	Colindale – Parks, Open Spaces and Sports			85	Budget reprofile	Grants
2024-25	Adults and Health	Homes and Regeneration	Colindale – Parks, Open Spaces and Sports			1,296	Budget reprofile	CIL
2024-25	Adults and Health	Adults and Social Care	Victoria Park Infrastructure			95	Budget reprofile	Capital Receipts
2024-25	Customer and Place	Environment and Climate Change	Data Works Management system			170	Budget reprofile	Capital Receipts
2024-25	Customer and Place	Environment and Climate Change	Vehicles			1,993	Budget reprofile	Borrowing
2024-25	Adults and Health	Adults and Social Care	Greenspaces Infrastructure Programme			402	Budget reprofile	S106
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Land Acquisitions			153	Budget reprofile	Borrowing
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Land Acquisitions			292	Budget reprofile	Borrowing
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station			683	Budget reprofile	Grants

Year	Directorate	Cabinet	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station			148	Budget reprofile	Capital Receipts
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station			(148)	Budget reprofile	Capital Receipts
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure			(122)	Budget reprofile	Grants
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure			855	Budget reprofile	Capital Receipts
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure			325	Budget reprofile	Grants
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure			(855)	Budget reprofile	Capital Receipts
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure			(325)	Budget reprofile	Grants
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	BXT Land Acquisitions			176	Budget reprofile	Grants
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	BXT Land Acquisitions			915	Budget reprofile	Grants
2024-25	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(137)	Budget reprofile	RCCO
2025-26	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(2,407)	Budget reprofile	Borrowing
2025-26	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(625)	Budget reprofile	RCCO
2026-27	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			82	Budget reprofile	RCCO
2026-27	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			(6,474)	Budget reprofile	Borrowing
2027-28	HRA	Housing Revenue Account	Major Works (excl Granv Rd)			8,881	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Miscellaneous Repairs			89	Budget reprofile	Borrowing
2025-26	HRA	Housing Revenue Account	Miscellaneous Repairs			246	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	M&E/ GAS			934	Budget reprofile	RCCO
2025-26	HRA	Housing Revenue Account	M&E/ GAS			(1,015)	Budget reprofile	RCCO
2026-27	HRA	Housing Revenue Account	M&E/ GAS			(1,113)	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Voids and Lettings			(982)	Budget reprofile	RCCO
2025-26	HRA	Housing Revenue Account	Voids and Lettings			(146)	Budget reprofile	RCCO
2024-25	HRA	Housing Revenue Account	New Build - 250 units			(4,604)	Budget reprofile	Borrowing
2025-26	HRA	Housing Revenue Account	New Build - 250 units			3,759	Budget reprofile	Borrowing
2026-27	HRA	Housing Revenue Account	New Build - 250 units			1,930	Budget reprofile	Borrowing
2027-28	HRA	Housing Revenue Account	New Build - 250 units			721	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Dollis Valley - property acquisitions			500	Budget reprofile	Capital Receipts
2025-26	HRA	Housing Revenue Account	Dollis Valley - property acquisitions			1,000	Budget reprofile	Capital Receipts
2026-27	HRA	Housing Revenue Account	Dollis Valley - property acquisitions			315	Budget reprofile	Capital Receipts
2024-25	HRA	Housing Revenue Account	Extra Care - housing (Staa)			(226)	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(3,727)	Budget reprofile	Grants
2024-25	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			295	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(107)	Budget reprofile	Borrowing
2025-26	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			129	Budget reprofile	Borrowing
2026-27	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			(328)	Budget reprofile	Borrowing
2027-28	HRA	Housing Revenue Account	Extra Care - housing (Cheshir)			306	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Carbon Neutral works			(1,000)	Budget reprofile	Borrowing
2025-26	HRA	Housing Revenue Account	Carbon Neutral works			(1,000)	Budget reprofile	Borrowing
2026-27	HRA	Housing Revenue Account	Carbon Neutral works			(1,000)	Budget reprofile	Borrowing
2027-28	HRA	Housing Revenue Account	Carbon Neutral works			4,000	Budget reprofile	Borrowing
2024-25	HRA	Housing Revenue Account	Barnet Homes GLA development programme			12,884	Budget reprofile	Borrowing
2025-26	HRA	Housing Revenue Account	Barnet Homes GLA development programme			1,302	Budget reprofile	Borrowing
2026-27	HRA	Housing Revenue Account	Barnet Homes GLA development programme			182	Budget reprofile	Borrowing
2026-27	HRA	Housing Revenue Account	HRA Fire Safety Programme			(700)	Budget reprofile	Borrowing
2024-25	Adults and Health	Adults and Social Care	West Hendon Playing Fields Sports Hub			973	Budget reprofile	Borrowing
2024-25	Adults and Health	Adults and Social Care	Cophthall PF & Mill Hill OS			1,500	Budget reprofile	CIL
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	(3,252)			Funding Swap	Grants
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	752			Funding Swap	RCCO
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	2,500			Funding Swap	Borrowing
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	3,078			Funding Swap	Grants
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	(3,078)			Funding Swap	Capital Receipts
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	174			Funding Swap	Grants
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	3,078			Funding Swap	Capital Receipts
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	(752)			Funding Swap	RCCO
2025-26	Brent Cross	Homes and Regeneration (Brent Cross)	Brent Cross West Station	(2,500)			Funding Swap	Borrowing
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure	(70)			Funding Swap	Capital Receipts
2023-24	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure	70			Funding Swap	grants
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure	(70)			Funding Swap	Grants
2024-25	Brent Cross	Homes and Regeneration (Brent Cross)	Critical Infrastructure	70			Funding Swap	Capital Receipts
2023-24	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		220		Addition	S106
2023-24	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		984		Addition	Borrowing
2024-25	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		16		Addition	CIL
2024-25	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		607		Addition	S106
2024-25	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		864		Addition	Borrowing
2025-26	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		47		Addition	CIL
2025-26	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		130		Addition	S106
2025-26	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		605		Addition	Borrowing
2026-27	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		79		Addition	S106
2026-27	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		666		Addition	Borrowing
2027-28	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		13		Addition	S106
2027-28	Customer and Place	Environment and Climate Change	Controlled Parking Zones (CPZs)		824		Addition	Borrowing

Proposed Capital Programme by Cabinet

Cabinet	2023-24	2024-25	2025-26	2026-27	2027-28	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Social Care	5,570	3,762	0	0	0	9,332	6,718	0	0	0	2,471	0	143	9,332
Homes and Regeneration (Brent Cross)	52,708	25,643	7,909	0	0	86,260	59,236	0	17,517	1,011	0	0	8,496	86,260
Family Friendly Barnet	9,759	16,080	5,431	5,821	0	37,092	32,505	1,657	116	0	268	0	2,547	37,092
Culture, Leisure, Arts and Sports	1,728	499	0	0	0	2,227	439	0	38	0	1,745	0	5	2,227
Environment and Climate Change	50,701	35,250	13,742	745	837	101,275	15,979	7,283	382	0	38,592	0	39,039	101,275
Homes and Regeneration	108,226	83,705	53,472	4,556	1,072	251,030	47,802	6,078	8,545	0	35,981	1,700	150,923	251,030
Resources and Effective Council	17,383	13,954	510	310	0	32,157	1	45	54	0	0	0	32,056	32,157
Total - General Fund	246,075	178,893	81,064	11,432	1,909	519,372	162,681	15,063	26,651	1,011	79,057	1,700	233,208	519,372
Housing Revenue Account	174,485	80,860	65,092	40,269	13,908	374,615	21,869	2,900	32,490	38,930	0	0	278,424	374,615
Total - All Services	420,559	259,752	146,156	51,701	15,818	893,987	184,550	17,963	59,141	39,942	79,057	1,700	511,633	893,987

Adults and Social Care	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Equipment and Assistive Technology	1,474	997	0	0	0	2,471	0	0	0	0	2,471	0	0	2,471
Investing in IT	143	0	0	0	0	143	0	0	0	0	0	0	143	143
Disabled Facilities Grants Programme	3,656	2,765	0	0	0	6,421	6,421	0	0	0	0	0	0	6,421
Changing Place - Toilets	297	0	0	0	0	297	297	0	0	0	0	0	0	297
Adults and Social Care Total	5,570	3,762	0	0	0	9,332	6,718	0	0	0	2,471	0	143	9,332

Homes and Regeneration (Brent Cross)	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Land Acquisitions	4,893	298	739	0	0	5,930	0	0	0	0	0	0	5,930	5,930
Brent Cross West Station	29,103	22,034	4,709	0	0	55,846	35,718	0	16,617	1,011	0	0	2,501	55,847
Critical Infrastructure	4,565	3,135	(25)	0	0	7,675	6,709	0	900	0	0	0	66	7,675
BXT Land Acquisitions	14,147	176	2,486	0	0	16,809	16,809	0	0	0	0	0	0	16,809
Homes and Regeneration (Brent Cross) Total	52,708	25,643	7,909	0	0	86,260	59,236	0	17,517	1,011	0	0	8,496	86,260

Family Friendly Barnet	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Oakleigh SEN	300	1,244	0	0	0	1,544	1,544	0	0	0	0	0	0	1,544
SEN Other Projects	531	0	0	0	0	531	531	0	0	0	0	0	0	531
SEN	1,910	2,000	2,000	5,621	0	11,532	11,532	0	0	0	0	0	0	11,532
Modernisation - Primary & Secondary	3,709	2,000	0	0	0	5,709	5,709	0	0	0	0	0	0	5,709
Saracens Primary	553	1,608	0	0	0	2,161	2,161	0	0	0	0	0	0	2,161
Grammar school projects	170	4,429	0	0	0	4,599	4,114	0	0	0	0	0	484	4,599
School place planning (Primary)	0	1,347	1,614	0	0	2,961	2,139	822	0	0	0	0	0	2,961
School place planning (Secondary)	0	1,761	1,585	0	0	3,346	2,524	822	0	0	0	0	0	3,346

Alternative Provision	525	254	0	0	0	779	766	13	0	0	0	0	0	779
Early Education and Childcare place sufficiency	268	0	0	0	0	268	0	0	0	0	268	0	0	268
Loft conversion and extension policy for Foster Carers	104	179	100	200	0	583	0	0	0	0	0	0	583	583
Meadow Close Children's Homes	1	0	0	0	0	1	0	0	0	0	0	0	1	1
Family Services Estate - building compliance, extensive R&M, H&S, DDA	100	229	132	0	0	461	0	0	116	0	0	0	345	461
Placement Demand Transformation	34	0	0	0	0	34	0	0	0	0	0	0	34	34
Solo Provision Bid	70	1,030	0	0	0	1,100	0	0	0	0	0	0	1,100	1,100
Pan-London Secure Children's home	1,483	0	0	0	0	1,483	1,483	0	0	0	0	0	0	1,483
Family Friendly Barnet Total	9,759	16,080	5,431	5,821	0	37,092	32,505	1,657	116	0	268	0	2,547	37,092

Culture, Leisure, Arts and Sports	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Enforcement - CCTV	1,576	169	0	0	0	1,745	0	0	0	0	1,745	0	0	1,745
Libraries Capital Programme	130	0	0	0	0	130	125	0	0	0	0	0	5	130
Sport and Physical Activities	22	330	0	0	0	352	314	0	38	0	0	0	0	352
Culture, Leisure, Arts and Sports Total	1,728	499	0	0	0	2,227	439	0	38	0	1,745	0	5	2,227

Environment and Climate Change	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN														
Local Implementation Plan 2016/17 and onwards	1,790	0	0	0	0	1,790	1,790	0	0	0	0	0	0	1,790
Borough Cycling Programme	311	0	0	0	0	311	311	0	0	0	0	0	0	311
A1000 cycle lane	558	0	0	0	0	558	363	0	0	0	0	0	195	558
HIGHWAYS non-TfL														
Traffic Management	0	4	0	0	0	4	0	4	0	0	0	0	0	4
Highways Improvement	2,119	0	0	0	0	2,119	0	2,119	0	0	0	0	0	2,119
Travel Plan Implementation	0	91	0	0	0	91	0	91	0	0	0	0	0	91
Minor Highways Improvements	250	0	0	0	0	250	0	0	0	0	0	0	250	250
Saracens - highways works	0	40	0	0	0	40	0	40	0	0	0	0	0	40
Drainage Schemes	34	0	0	0	0	34	34	0	0	0	0	0	0	34
Mill Corner Drainage Scheme	517	0	0	0	0	517	0	0	0	0	0	0	517	517
Road Traffic Act - Controlled Parking Zones	50	0	0	0	0	50	0	50	0	0	0	0	0	50
Highway Asset Management/Network Recovery Plan (NRP) Phase 2	10,102	10,895	0	0	0	20,997	200	0	0	0	30	0	20,767	20,997
Exor Asset Management System	123	5	0	0	0	128	0	0	0	0	0	0	128	128
Highways & Transportation SCIL	7,689	3,959	4,580	0	0	16,227	0	0	0	0	16,227	0	0	16,227
Bus Route 125	240	0	0	0	0	240	0	0	0	0	0	0	240	240
Controlled Parking Zones (CPZs)	1,204	1,487	782	745	837	5,055	0	1,049	0	0	63	0	3,943	5,055
Environment and Climate Change														
Lines and Signs	9	0	0	0	0	9	0	0	0	0	0	0	9	9
LED Lighting	562	0	0	0	0	562	0	0	0	0	0	0	562	562
Moving traffic cameras	352	0	0	0	0	352	0	0	0	0	0	0	352	352
Controlled parking zones review	189	0	0	0	0	189	0	0	0	0	0	0	189	189
Highways (permanent re-instatement)	10	0	0	0	0	10	0	0	0	0	0	0	10	10
Data Works Management system	0	170	0	0	0	170	0	0	170	0	0	0	0	170
Vehicles	3,500	1,993	0	0	0	5,493	0	0	1	0	0	0	5,492	5,493
Two PM2.5 monitoring stations SCIL	1	0	0	0	0	1	0	0	0	0	1	0	0	1

Barnet EV 500 Project	2,305	0	0	0	0	2,305	1,307	48	0	0	0	0	950	2,305
Trojan Phase 2 EV Project	7,090	0	0	0	0	7,090	7,090	0	0	0	0	0	0	7,090
Jolt Town Centre EV Project	3,500	0	0	0	0	3,500	3,500	0	0	0	0	0	0	3,500
Barnet Playing Fields	488	0	0	0	0	488	0	326	0	0	162	0	0	488
West Hendon Playing Fields Sports Hub	1,070	8,473	8,380	0	0	17,923	8	272	0	0	15,524	0	2,119	17,923
Copthall PF & Mill Hill OS	500	1,500	0	0	0	2,000	0	0	0	0	2,000	0	0	2,000
Victoria Park Infrastructure	110	95	0	0	0	205	0	0	205	0	0	0	0	205
Greenspaces Infrastructure Programme	250	788	0	0	0	1,038	0	1,038	0	0	0	0	0	1,038
Green spaces development project	4,895	0	0	0	0	4,895	1,092	160	0	0	3,289	0	354	4,895
Heybourne Park Improvements	150	3,247	0	0	0	3,397	0	1,931	0	0	0	0	1,466	3,397
Refurbish and regenerate Hendon Cemetery and Crematorium	289	0	0	0	0	289	0	0	0	0	0	0	289	289
Hendon Cemetery & Crematorium Enhancement	6	0	0	0	0	6	0	0	6	0	0	0	0	6
Gaelic playing pitch relocation	50	105	0	0	0	155	0	155	0	0	0	0	0	155
Milespit Cemetery Works	189	1,018	0	0	0	1,207	0	0	0	0	0	0	1,207	1,207
Colindale – Parks, Open Spaces and Sports	200	1,381	0	0	0	1,581	285	0	0	0	1,296	0	0	1,581
Environment and Climate Change	50,701	35,250	13,742	745	837	101,275	15,979	7,283	382	0	38,592	0	39,039	101,275

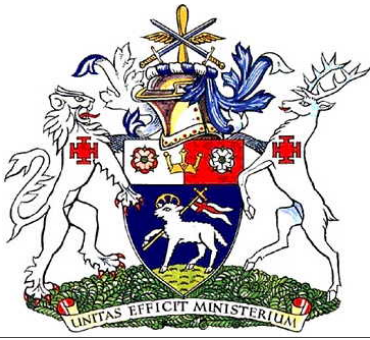
Homes and Regeneration	2023-24	2024-25	2025-26	2026-27	2027-28	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Empty Properties	100	400	1,110	600	413	2,623	0	0	2,623	0	0	0	0	2,623
Hermitage Lane - mixed tenure residential conversion	0	1,780	0	0	0	1,780	0	0	0	0	0	0	1,780	1,780
New Build Housing (Open Door)	7,240	0	0	0	0	7,240	659	100	2,670	0	0	0	3,812	7,240
Housing acquisitions Open Door	23,000	38,500	41,000	0	0	102,500	0	0	0	0	0	0	102,500	102,500
The Burroughs, Hendon	4,717	3,899	0	0	0	8,616	0	0	0	0	0	0	8,616	8,616
Pinkham Way land release	0	100	0	0	0	100	100	0	0	0	0	0	0	100
Infrastructure Projects	0	5,000	0	0	0	5,000	0	0	0	0	5,000	0	0	5,000
Mixed tenure housing programme (Tranche 1)	695	0	0	0	0	695	0	0	0	0	0	0	695	695
Development Portfolio	3,890	0	0	0	0	3,890	575	0	3,112	0	0	0	203	3,890
ULF GF SAGE (142)	24,913	11,426	907	2,042	659	39,946	39,946	0	0	0	0	0	0	39,946
Town Centre	3,173	15,950	5,255	1,914	0	26,292	628	105	0	0	25,558	0	0	26,292
Colindale – Highways and Transport	450	2,000	4,550	0	0	7,000	1,032	2,545	0	0	3,423	0	0	7,000
Colindale Station Works	2,858	0	0	0	0	2,858	0	108	0	0	0	0	2,750	2,858
Grahame Park – Community Facilities	2,054	0	0	0	0	2,054	0	2,054	0	0	0	0	0	2,054
Public Sector Decarbonisation Scheme Phase 1	53	0	0	0	0	53	53	0	0	0	0	0	0	53
Care Homes - Meadowside and Dellfield	22,499	2,832	350	0	0	25,682	0	0	0	0	0	0	25,682	25,682
COLINDALE FOW MODIFICATIONS	624	0	0	0	0	624	0	0	140	0	0	0	484	624
FAMILY FRIENDLY HUB FITOUT	401	0	0	0	0	401	0	0	0	0	0	0	401	401
Healthier Routes to schools SCIL	400	300	300	0	0	1,000	0	0	0	0	1,000	0	0	1,000
Active Route - the Barnet Loop SCIL	540	650	0	0	0	1,190	190	0	0	0	1,000	0	0	1,190
Health projects	595	0	0	0	0	595	0	595	0	0	0	0	0	595
Public Sector Decarbonisation Scheme 3 (PSDS3) to Towards Net Zero	10,022	868	0	0	0	10,890	4,618	571	0	0	0	1,700	4,000	10,890
Homes and Regeneration Total	108,226	83,705	53,472	4,556	1,072	251,030	47,802	6,078	8,545	0	35,981	1,700	150,923	251,030

Resources and Effective Council	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	5,660	8,154	0	0	0	13,814	0	0	0	0	0	0	13,814	13,814
Asset Management	1,766	600	0	0	0	2,366	1	45	54	0	0	0	2,265	2,366

ICT strategy	2,136	1,470	0	0	0	3,606	0	0	0	0	0	0	3,606	3,606
Customer Services Transformation Programme	7	0	0	0	0	7	0	0	0	0	0	0	7	7
Saracen Loan	137	0	0	0	0	137	0	0	0	0	0	0	137	137
Replacement Finance, HR and Procurement systems	7,177	2,700	0	0	0	9,877	0	0	0	0	0	0	9,877	9,877
Connected Places	500	1,030	510	310	0	2,350	0	0	0	0	0	0	2,350	2,350
Resources and Effective Council Total	17,383	13,954	510	310	0	32,157	1	45	54	0	0	0	32,056	32,157

Housing Revenue Account	2023-24	2024-25	2025-26	2026-27	2026-27	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	8,095	8,762	10,566	10,566	8,881	46,871	0	0	0	27,506	0	0	19,364	46,871
Accessible accommodation adaptations	713	1,162	1,200	1,200	0	4,275	0	0	0	370	0	0	3,904	4,275
Miscellaneous Repairs	3,400	3,300	2,410	0	0	9,110	0	0	0	0	0	0	9,110	9,110
M&E/ GAS	2,038	1,500	1,100	1,000	0	5,638	0	0	0	4,102	0	0	1,536	5,638
Voids and Lettings	2,189	1,286	1,049	0	0	4,524	0	0	0	4,524	0	0	0	4,524
New Build - 250 units	7,522	26,625	28,016	14,074	721	76,959	1,482	0	0	0	0	0	75,478	76,959
Dollis Valley - property acquisitions	50	500	1,000	315	0	1,865	0	0	1,865	0	0	0	0	1,865
Extra Care - housing (Stag)	2,123	0	0	0	0	2,123	0	0	0	0	0	0	2,123	2,123
Extra Care - housing (Cheshir)	11,585	5,313	2,129	0	306	19,334	3,727	0	0	0	0	0	15,607	19,334
Regen Stock Additional Investment	7,126	2,652	2,286	1,452	0	13,516	0	0	0	0	0	0	13,516	13,516
Neighbourhood works	1,030	2,063	1,641	1,641	0	6,375	0	0	0	0	0	0	6,375	6,375
Carbon Neutral works	1,073	2,759	3,638	3,638	4,000	15,108	0	0	0	0	0	0	15,108	15,108
Barnet Homes GLA development programme	13,360	18,037	3,155	182	0	34,735	6,128	2,900	0	0	0	0	25,707	34,735
HRA acquisitions	1,180	0	0	0	0	1,180	0	0	472	0	0	0	708	1,180
HRA Acquisitions Phase 3 - Programme 1	2,178	0	0	0	0	2,178	0	0	0	0	0	0	2,178	2,178
HRA Acquisitions Phase 3 - Programme 2	26,713	0	0	0	0	26,713	0	0	10,685	0	0	0	16,028	26,713
HRA Fire Safety Programme	5,027	5,900	5,900	5,200	0	22,027	0	0	0	2,427	0	0	19,600	22,027
Graham Park NE	3,085	0	0	0	0	3,085	0	0	0	0	0	0	3,085	3,085
HRA Colindale Gardens	75,000	0	0	0	0	75,000	10,533	0	19,467	0	0	0	45,000	75,000
Damp & Mould	1,000	1,000	1,000	1,000	0	4,000	0	0	0	0	0	0	4,000	4,000
Housing Revenue Account Total	174,485	80,860	65,092	40,269	13,908	374,615	21,869	2,900	32,490	38,930	0	0	278,424	374,615

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AGENDA ITEM 12

Cabinet

Title	Childcare Sufficiency Assessment
Date of meeting	14 th November 2023
Report of	Councillor Pauline Coakley Webb - Cabinet Member for Family Friendly Barnet
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A - Childcare Sufficiency Assessment (CSA)
Lead Officer	Karen Pearson, Head of Service Child and Family Early Help, karen.pearson@barnet.gov.uk 020 8359 2459
Officer Contact Details	Debra Davies, Assistant Head of Service Child and family Early Help, debra.davies@arnet.gov.uk 020 8359 6315 Andy Whiting, Early Years and Primary Service Manager, andy.whiting@barnet.gov.uk 020 8359 3980

Summary

Early Education and Childcare Statutory Guidance for Local Authorities (April 2023) recommends that an annual report is provided to elected council members on how the council is meeting its duty to secure sufficient childcare, and this report is made available and accessible to parents.

This report provides an assessment of childcare sufficiency using data about the need for childcare and the amount of childcare that is available.

In Barnet, there is no immediate concern regarding sufficiency although there is a current plan to support:

- localised areas such as Colindale and Golders Green where more provision is required
- the Government's announcement with regards to the expansion of the Free Early Years entitlement
- any impact arising from rise in the cost of living
- uptake of the Free Entitlement within our refugee community
- changes to demographics including areas of regeneration
- challenges with regard to staff retention and recruitment
- reduction in the number of registered childminders due to retirement
- the impact of the Covid-19 pandemic
- the impact of the introduction of the new Ofsted inspection (February 2022) which nationally has increased the number of early years settings being judged as requires improvement or inadequate. Any setting that is inspected as less than good is restricted to whether they can offer the free entitlement.

Recommendations

That Cabinet note and agree the following;

- a. The Child Care Sufficiency Assessment report at Appendix 1.
- b. In March 2023 the Government announced that there will be an extension of the Free Early Years Childcare Offer for children under five and Primary School wraparound care for Barnet's young people.

1. Reasons for the Recommendations

1.1 Barnet council is required by law to 'report annually to elected council members on how they are meeting their duty to secure sufficient childcare and make this report available and accessible to parents'. We have prepared this report in order to meet this duty.

1.2 Having sufficient childcare means that families are able to find childcare that meets their child's learning needs and enables parents to make a real choice about work and training. This inclusive offer applies to all children from birth to age 11. y. We look at sufficiency across the various early years funded childcare offers such as the targeted 2 year old offer, universal 3 and 4 year old offer and the additional hours (30 hour offer) for working parents.

1.3 In this report, we have made an assessment of sufficiency using data about the need for childcare and the amount of childcare that is available. As a Local Authority we recognise the potential impact of increased childcare needs due to the regeneration programmes in Barnet and as such we are monitoring childcare sufficiency in these areas of regeneration.

1.4 Barnet early years settings are reporting that issues with staff recruitment and retention is having an impact on the number of childcare places settings can offer, this is also reflected nationally. As a Local Authority we are working with partners to identify ways to address this.

1.5 Ofsted gradings for Barnet Early Years settings

	Childminders		Childcare on non-domestic		Childcare on domestic	
	Number	Percentage	Number	Percentage	Number	Percentage
Outstanding	22	11%	22	15%	2	25%
Good	116	56%	96	66%	4	50%
RI	3	1%	7	5%	0	
Inadequate	0	0%	1	0%	1	12.5%
Not yet had a graded inspection	67	32%	20	14%	1	12.5%

1.6 We currently have 5 Home Office hotels which have a total of 170 children under 5. Some of these children may be of Reception class age. Between the 1/04/2023 – 31/08/2023 (summer term) we have had 22 NRPF Fee2 applications plus 1 Ukraine family. Total: 23 children accessing FEE2. We do not have the numbers for 3 and 4 year olds as this is a universal offer. Welcome packs are available with details of the early years entitlement offer for when families first arrive at the Hotels. Our brokerage team also visit regularly to support families to access their entitlement. We receive weekly updates from the Home Office so we can monitor and assess numbers. At this current time we have not seen an impact on our sufficiency but our nominated Brokerage officer continues to monitor this.

1.7 Barnet’s Multi Agency Early Years Action Plan 2022 – 25 has been developed across the partnership to mitigate the impact of the pandemic on both children and early years providers. Since Covid -19 restrictions have reduced and families have grown in confidence, the number of children accessing an early years provision has steadily increased. The focus of the Early Years team is in supporting the increased uptake of the Free Early Years Education and delivering targeted intervention for the early years.

1.8 In March 2023 the Government announced that there will be an extension of the Free Early Years Childcare Offer for children under five and Primary School wraparound care for Barnet’s young people.

Timeline of Change;

From **April 2024**, working parents of 2-year-olds will be able to access 15 hours childcare.

From **September 2024**, 15 hours childcare will be extended to all working parents of children from age of 9 months

From **September 2025**, working parents of children under the age of 5 will be entitled to 30 hours childcare per week.

These extensions are likely to have an impact on our sufficiency. We are working closely with our Early Years providers to monitor this. We are consulting with Providers and Families to look at the likely impact. As more hours are needed within the free entitlement we will monitor the impact. We will pay particular attention to the offer for 9 plus months as many of our providers do not offer childcare for under 2's.

2. Alternative Options Considered and Not Recommended

2.1 Not applicable.

3. Post Decision Implementation

3.1 The council will continue engagement with local providers and parents to explore opportunities for expansion and use local data to monitor sufficiency.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 Childcare sufficiency enables parents who want to return to work to do so without reliance on extended family members to provide day care. Opportunities to stay in work and/or return to work can provide greater financial security reducing risk of poverty, support inclusion and provide children with safe and stimulating care and early learning environments. These are core to the corporate priority in Caring for People.
- 4.2 Family Friendly is a key driver of our corporate planning with the vision of "Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best".

Corporate Performance / Outcome Measures

- 4.3 Measurement of the uptake of the free entitlement at a local level will continue and compared to national uptake.

Sustainability

- 4.4 The Department for Education has announced a capital funding project to support with the role out of the extended entitlement. No detail has been given at this stage.

Corporate Parenting

- 4.5 There are currently no sufficiency issues that impact on the council's Corporate Parenting responsibilities. The Early education and childcare Statutory guidance for local authorities April 2023 states we must 'Promote equality and inclusion, particularly for disadvantaged families, looked after children, children in need and children with special educational needs and disability, by removing barriers of access to free places and working with parents to give each child support to fulfil their potential. Local authorities must ensure they meet their duties under the Equality Act 2010 and take account of the Special Educational Needs and Disability (SEND) Code of Practice 0-25 when securing free places.' The Early Years and Brokerage team work with families, Children's social care and other teams such as the virtual school to ensure these children are able to take up their Early Years entitlement.

Risk Management

- 4.6 Specific risk management is being carried out for Children and Young People's Plan. Any Family Services risks are recorded on the Family Services Risk Register and monitored each quarter by the Senior Leadership Team with escalations to CMT if necessary

Insight

- 4.7 The following data sources have been used when undertaking the London Borough of Barnet's Childcare Sufficiency Assessment:

- Number of children: based on GLA population projections from the London Data Store
- Children with EHC plans: based on January 2023 School Census data held by London Borough of Barnet
- Supply of childcare: based on data provided to us by Ofsted, who regulate early years provision in schools and childcare provision (In some cases, we have supplemented this with local intelligence where providers are not registered with Ofsted).
- Funded early education: data on take up of funded early education entitlements is based on the Early Years and Schools Censuses, which are taken every January and published by the Department for Education in the statistical collection *Education provision: children under five years of age*. Data on entitlement to a funded early education place for 2-year-olds is provided by the Department for Work and Pensions.
- Price of childcare: Collected from Free Early Education providers in Barnet
- Quality of childcare: data on childcare quality is provided by Ofsted.

Social Value

- 4.8 Access to good quality early education and childcare provision plays an important part in children's development and can support children to be prepared for education. Sufficient childcare provision that is accessible and inclusive will improve opportunity and choice for local parents.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 Barnet has been awarded £81,254 Local Authority support funding to support with the roll out of the extended free entitlement
- 5.2 We have been informed by the Department for Education that there will be some capital funding to help with the expansion. No detail has been provided as yet.

6. Legal Implications and Constitution References

6.1 The Childcare Act 2006

- Section 6, which places a duty on English local authorities to secure sufficient childcare for working parents.
- Section 7 (as substituted by section 1 of the Education Act 2011), which places a duty on English local authorities to secure early years provision free of charge. Regulations made under s7 set out the type and amount of free provision and the children who benefit from free provision.
- Section 7A (as inserted by the Children and Families Act 2014). Regulations made under section 7A make provision about how local authorities should discharge their duty under section 7.
- Section 9A (as inserted by the Children and Families Act 2014). Regulations made under section 9A limit the requirements local authorities can impose when they make arrangements to deliver early education places for two-, three- and four-year-olds.
- Section 12, which places a duty on English local authorities to provide information, advice and assistance to parents and prospective parents. Section 12 is amended by section 5 of the Childcare Act 2016 to enable the Secretary of State to make regulations placing a duty on English local authorities to publish certain information at prescribed intervals.

6.2 The Childcare Act 2016

- Section 1, which places a duty on the Secretary of State to secure the equivalent of 30 hours of free childcare over 38 weeks of the year for qualifying children. Children in England will qualify if they are under compulsory school age and meet the description set out in regulations made under Section 2. These regulations also set out the conditions to be met by parents in order for their children to qualify.
- Section 2, which allows the Secretary of State to discharge their duty under section 1 of the Act by placing a duty on English local authorities to secure free childcare for qualifying children. This duty is set out at regulation 33 of the Childcare (Early Years Provision Free of Charge) (Extended Entitlement) Regulations 2016

6.3 Under the Council's Constitution Part 2D, the terms of reference of the Cabinet includes:

6.4 The Cabinet is responsible for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
- Monitoring the implementation of the budget and financial strategy;

- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council;
- Approving policies that are not part of the policy framework;
- Management of the Council’s Capital Programme;

7. Consultation

7.1 We are currently consulting with providers and residents to determine the likely interest and uptake of the extended offer. This consultation was published on the 21st September 2023. It will close on the 12th November 2023.

8. Equalities and Diversity

8.1 All eligibility criteria is set out by the Department for Education. The entitlements differ within the various offers.

- 2 year old free entitlement - Families with children aged two are currently eligible for 15 hours per week of funded care and education (for 38 weeks of the year) if they receive any of the following benefits: Income Support, income-based Jobseeker's Allowance (JSA) income-related Employment and Support Allowance (ESA)
- 3 year old universal offer – All 3 and 4 year olds are entitled to 15 hours free childcare over 38 weeks.
- 30 Hours - Both parents (or a single parent) are earning or expect to earn the equivalent of at least 16 hours per week at the National Living Wage or National Minimum Wage over the coming three months. If you earn more than £100,000 per annum you will not qualify.

9. Background Papers

9.1 [Early education and childcare - Statutory guidance for local authorities \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

9.2 [Early education entitlements and funding update: March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

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Family Services

Childcare Sufficiency Assessment (CSA)

Document control	
Document title	Childcare Sufficiency Assessment
Document description	This report sets out the assessment of sufficiency of childcare across the London Borough of Barnet using data identifying the need for childcare and the childcare available from providers in the borough.
Document authors	Debra Davies - Assistant Head of Child and Family Early Help Andy Whiting - Early Years & Primary Service Manager Melinda Parkes-Flynn - Early Years Strategy & Sufficiency Officer Sarah Whitty – Early Years Registration Officer
Version control	
Document production date	October 2023
Document version	DRAFT 1

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1. Methodology

The following data sources have been used when undertaking the London Borough of Barnet's Childcare Sufficiency Assessment;

- Number of children: based on GLA population projections from the London Data Store
- Children with EHC plans: based on January 2023 School Census data held by London Borough of Barnet
- Supply of childcare: based on data provided to us by Ofsted, who regulate early years provision in schools and childcare provision (In some cases, we have supplemented this with local intelligence where providers are not registered with Ofsted).
- Funded early education: data on take up of funded early education entitlements is based on the Early Years and Schools Censuses, which are taken every January and published by the Department for Education in the statistical collection *Education provision: children under five years of age*. Data on entitlement to a funded early education place for 2-year-olds is provided by the Department for Work and Pensions.
- Price of childcare: Collected from Free Early Education providers in Barnet
- Quality of childcare: data on childcare quality is provided by Ofsted.

2 Overall Assessment and Summary

2.1 About the Childcare Sufficiency Assessment

Barnet council is required by law to 'report annually to elected council members on how they are meeting their duty to secure sufficient childcare and make this report available and accessible to parents'. We have prepared this report in order to meet this duty.

Having sufficient childcare means that families are able to find childcare that meets their child's learning needs and enables parents to make a real choice about work and training. This inclusive offer applies to all children from birth to age 11. We look at sufficiency across the various Early Years childcare offers such as the targeted 2 year old offer, universal 3 and 4 year old offer and the extended entitlement (30 hour offer) for working parents.

In this report, we have made an assessment of sufficiency using data about the need for childcare and the amount of childcare that is available.

We use information about childcare sufficiency to plan our work supporting the local childcare economy.

2.2 Overall Sufficiency in Barnet

In Barnet there are a total of 442 providers delivering Early Education and Childcare. These providers are categorised as childminders, private, voluntary and independent nurseries, nurseries within schools and 4 maintained nursery schools. The providers are across the three Child and Family Early Help localities.

As a Borough there is no immediate concern regarding sufficiency however, we are aware and working to support the following:

- localised areas such as Colindale and Golders Green where more provision is required
- the Government's announcement with regards to the expansion of the Free Early Years entitlement
- the unknown impact in relation to the rise in the cost of living
- changes to demographics including areas of regeneration
- challenges with regard to staff retention and recruitment
- reduction in the number of registered childminders due to retirement
- the impact of the pandemic
- the impact of the introduction of the new Ofsted inspection (February 2022). As with national statistics, Barnet has seen an increase in the numbers of settings receiving requires improvement or inadequate.

The [Early Education and Childcare Statutory Guidance for Local Authorities](#) (June 2018) states we should

'Secure alternative provision and withdraw funding from a provider (other than a local authority maintained school), as soon as is practicable, when Ofsted publish an inspection judgement of the provider of 'inadequate' or an inspection judgement of a childminder agency of 'not effective'

And for 2 year olds

'Only fund places for two-year-old children in 'satisfactory' or 'requires improvement' providers where there is not sufficient, accessible 'good' or 'outstanding' provision.'

In the past we have managed to avoid placing children in these settings and have been able to work with families to find a suitable alternative, whilst working with the settings to improve. However, this is now beginning to influence sufficiency across the Borough.

The monitoring and support of any settings action plan is through the standards team which is part of BELs and our Early Years team works closely with this service.

The aim is to support these settings to move from Inadequate and Requires Improvement as quickly as possible. The Early Years team are also working alongside providers who may, with support, be able to increase their provision for FEE.

In line with the Early years action plan, we have joint working party meetings with Family services, Early Years Standards (BEL's) SEND (BEL's) and Health partners to look at how we can support settings and increase uptake.

As with other Local Authorities, Barnet has experienced both closures and newly registered providers during the Summer Term 2023.

January – August 2023	Closed	Number of spaces	Newly Opened	Numbers of Spaces	Impact on sufficiency
Early Years Settings	9	156	3	38	-118
Childminders	17	104	2	9	- 95
					- 213 places

*We have 2 new settings proposed in our NW11 and N11 areas, offering a combined increase in sufficiency of 90 places. These settings are due to open in the Autumn term 2023.

As a Local Authority we recognise the potential impact of increased childcare needs due to the regeneration programmes in Barnet and as such we are monitoring childcare sufficiency in these areas of regeneration.

Barnet early years settings are reporting that issues with staff recruitment and retention is having an impact on the number of childcare places settings can offer, this is also reflected nationally. As a Local Authority we are working with partners to identify ways to address this.

71% of the early years providers in Barnet are judged as good or Outstanding by Ofsted. This data needs to take into account;

- 14 PVI's are awaiting their first inspection or are graded as met.
- 69 childminders are not graded (met or registered) and 6 are with a childminding agency graded as Effective.

- The number of settings which are either Requires Improvement or Inadequate is 4%.

Ofsted gradings for Barnet Early Years settings

	Childminders		Childcare on non-domestic		Childcare on domestic	
	Number	Percentage	Number	Percentage	Number	Percentage
Outstanding	22	11%	22	15%	2	25%
Good	116	56%	96	66%	4	50%
RI	3	1%	7	5%	0	0%
Inadequate	0	0%	1	0%	1	12.5%
Not yet had a graded inspection	67	32%	20	14%	1	12.5%

We currently have 5 Home Office hotels which have a total of 170 children under 5. Some of these children may be of Reception class age. Between the 1/04/2023 – 31/08/2023 (summer term) we have had 22 NRPF Fee2 applications plus 1 Ukraine family. Total: 23 children accessing FEE2. We do not have the numbers for 3 and 4 year olds as this is a universal offer. Welcome packs are available with details of the early years entitlement offer for when families first arrive at the Hotels. Our brokerage team also visit regularly to support families to access their entitlement. We receive weekly updates from the Home Office so we can monitor and assess numbers. At this current time we have not seen an impact on our sufficiency but our nominated Brokerage officer continues to monitor this.

Barnet's Multi Agency Early Years Action Plan 2022 – 25 has been developed across the partnership to mitigate the impact of the pandemic on both children and early years providers. Since covid -19 restrictions have reduced and families have grown in confidence, the number of children accessing an early years provision has steadily increased. The focus of the Early Years team is in supporting the increased uptake of the Free Early Years Education and delivering targeted intervention for the early years.

Cross Borough Access to Free Early Education

	Enfield	Brent	Haringey	Islington
Total Number of Barnet 3 and 4 year old children accessing	102	130	126	5

universal entitlement in neighbouring borough/s				
Total Number of Barnet 2 year old children accessing the free entitlement in neighbouring borough/s	8	9	6	3
If any of the above are SEND children	0	7	7	0

**This data has been based on Spring Term 2022/23 and is not as current as other data in this assessment*

*49 children are accessing FEE2 within Barnet settings (from the local Boroughs stated above)
372 children are accessing the 3 and 4 year old offer within Barnet settings (from the local Boroughs stated above)*

3. Demand for Childcare

Population of Early Years Children

In total, there are **24,102** children under the age of five living in Barnet. These children may require early years childcare.

Ward	0 to 5	Aged under 1 year	Aged 1 year	Aged 2 years	Aged 3 years	Aged 4 years
Barnet Vale	960	179	173	188	210	210
Brunswick Park	732	112	126	146	158	190
Burnt Oak	1,392	230	300	323	276	263
Childs Hill	1,089	216	209	244	201	219
Colindale North	929	236	183	164	181	165
Colindale South	1,333	269	272	280	244	268
Cricklewood	708	128	135	174	148	123
East Barnet	1,258	266	282	201	241	268
East Finchley	915	185	177	161	205	187
Edgware (Barnet)	1,266	225	275	249	250	267
Edgwarebury	752	124	134	152	160	182
Finchley Church End	1,121	190	248	206	229	248
Friern Barnet	1,156	206	227	231	246	246
Garden Suburb	710	126	155	150	150	129
Golders Green	1,372	237	324	255	299	257

Hendon (Barnet)	1,552	309	320	317	288	318
High Barnet	632	111	95	158	119	149
Mill Hill (Barnet)	1,162	236	210	239	242	235
Totteridge & Woodside	848	158	171	147	196	176
Underhill	671	122	119	129	159	142
West Finchley	1,255	290	217	233	275	240
West Hendon	1,023	203	223	241	164	192
Whetstone	616	119	142	113	126	116
Woodhouse (Barnet)	650	128	98	117	143	164
	24,102	4,605	4,815	4,818	4,910	4,954

* Some four-year-olds will have started reception

a. Population of School Age Children

In total there are 35,688 children aged 5-11. These children may require childcare before and after school, and/or during the school holidays.

Ward	5 to 11 years	Aged 5 years	Aged 6 years	Aged 7 years	Aged 8 years	Aged 9 years	Aged 10 years	Aged 11 years
Barnet Vale	1,345	185	189	173	210	212	183	193
Brunswick Park	1,460	197	190	192	195	227	237	222
Burnt Oak	2,237	288	278	300	369	309	353	320
Childs Hill	1,739	270	245	216	247	249	248	264
Colindale North	1,224	171	159	171	187	181	187	188
Colindale South	1,563	231	221	213	247	213	238	200
Cricklewood	1,006	155	149	112	160	129	161	140
East Barnet	1,654	254	220	265	238	200	258	219
East Finchley	1,415	185	201	185	214	216	211	203
Edgware (Barnet)	2,016	318	294	279	280	310	261	274
Edgwarebury	1,446	199	198	196	233	213	217	210
Finchley Church End	1,648	222	234	221	293	228	227	223
Friern Barnet	1,814	251	264	233	272	269	250	275

Garden Suburb	1,104	152	145	143	175	177	144	168
Golders Green	1,181	264	270	296	250	288	245	268
Hendon (Barnet)	2,178	287	322	319	289	315	324	322
High Barnet	982	132	159	124	138	150	138	141
Mill Hill (Barnet)	1,545	204	205	207	208	249	228	244
Totteridge & Woodside	1,368	163	195	199	194	219	201	197
Underhill	1,018	145	126	158	153	129	146	161
West Finchley	1,696	227	240	243	234	228	265	259
West Hendon	1,266	169	156	220	154	169	234	164
Whetstone	903	108	128	152	116	129	128	142
Woodhouse (Barnet)	1,160	151	164	137	186	162	180	180
	34,968	4,928	4,952	4,954	5,242	5,171	5,264	5,177

b. Number of Children with Special Educational Needs and Disabilities

Children with special education needs and disabilities (SEND) are entitled to support with childcare up to the age of 18 (age 14 for children who do not have a special educational need or disability). The number of children with an Education, Health and Care (EHC) plan, or SEN Support in our local authority is:

Age	Number of children with EHCP	Number of children with SEN Support
Birth to school age	232	616
Primary school (reception to year 6)	1555	3632
Secondary school (year 7 to 13)	1747	2629

**Data based on early years and school census January 2023*

Children's needs change over time and are identified at different ages. Among the youngest children, SEND may only be identified when they start in childcare or school, and it can take

some time from needs being identified to an EHC plan being issued. It is therefore possible that the number of children with SEND aged 0-4 is an underestimate. Some children have SEN but do not have an EHC plan.

Early Years Special Education Needs Inclusion Funding (EY SENIF)

Barnet funded private, voluntary, independent early years settings (including registered child minders) and maintained school nurseries can apply for Early Years Special Educational Needs Inclusion Funding (EY SENIF). This funding is available to support individual children with complex special educational needs and disabilities.

Period	Number of Children Accessing
April 2021 – March 2022	334

Period	Number of Children Accessing
April 2022 – March 2023	400

The Disability Access Fund (DAF) Early Years settings are encouraged to apply for additional funding to support children with disabilities or special educational needs. The aim of the DAF is to help give children who are disabled access to free Early Years Education, by making reasonable adjustments to their settings or helping with building capacity.

As of April 2023, DAF funding has **increased to £828** per child, with a further increase due from 01 Sept 2023 to **£881** per child

Applications received	
April 2021 – March 2022	42

Applications received	
April 2022 – March 2023	26

The Early Years Vulnerable Family (EYVF) funding provides vulnerable children aged 6 months to five years with a funded place within a Quality Assured childminder, maintained nursery/nursery class or in a private, voluntary and independent setting. The funding place enables families to access short term interventions as part of a children's social care or Early Help plan.

	Numbers of children accessing funding
April 2021 – March 2022	84

	Numbers of children accessing funding
April 2022 – March 2023	97

c. Characteristics of children in Barnet

i. Ethnicity 0-5 years

Over 60% of all 0-5-year-olds in Barnet are of Black, Asian or other Minority Ethnicity which is an increase from the previous Census. This demonstrates a continued diverse population shift in terms of ethnicity. Colindale South, Cricklewood, West Hendon, Burnt Oak and Colindale North have largest populations that are more than 70% Black, Asian and Minority ethnic background.

Barnet has 37 LSOAs with relatively high estimated number of Black, Asian and Minority Ethnic children under five (over 90 households per LSOA). The West locality contains 15 and the South contains 16 of the LSOAs with high concentration of Black, Asian and Minority Ethnic households with children under five. There are high proportions of Black, Asian and Minority Ethnic children (over 80%) in the wards of Childs Hill, West Hendon, Burnt Oak and Cricklewood, which are in the top 30% of deprivation. The East/Central locality has only two LSOAs with high numbers of households with children under five which are in the 30% of top deprived LSOAs.

ii. Deprivation 0-5 years

Whilst Barnet is generally an affluent borough, approximately 31% of children under five live in the 30% most deprived Local Super Output Areas (LSOAs). 19% of children under five (5,000 children) live in low-income families, defined as those in receipt of Child Tax Credit and either on benefits (Income Support or Jobseekers allowance) or earning less than 60% of median the income.

LSOA Name	Locality	Ward	% Household is deprived in one dimension	% Household is deprived in two dimensions	% Household is deprived in three dimensions	% Household is deprived in four dimensions
E01000129	West	Burnt Oak	46.9	21.8	7.3	0.3
E01000151	West	Colindale North	39.6	25.8	9.5	0.8
E01033913	West	Burnt Oak	37.3	23.2	8.7	0.9
E01000133	West	Burnt Oak	38.9	21.2	7.3	0.5
E01000130	West	Burnt Oak	38.1	20.5	7.9	1.2

E01000134	West	Burnt Oak	41.1	21.1	5.0	0.2
E01000132	West	Burnt Oak	37.8	20.4	8.7	0.4
E01000127	West	Burnt Oak	38.4	19.4	8.5	0.6
E01033914	West	Burnt Oak	38.4	19.9	7.5	0.2
E01000126	West	Colindale North	35.1	20.1	8.5	0.9
E01000195	West	Edgwarebury	37.0	19.1	7.6	0.0
E01033916	West	Colindale North	43.2	15.8	3.5	0.6
E01000153	West	Colindale North	35.8	17.1	7.8	1.5
E01000226	West	Burnt Oak	35.2	20.6	6.1	0.3
E01000221	South	Golders Green	36.9	25.9	9.5	0.9
E01033924	South	Colindale South	34.8	22.2	9.3	2.8
E01000245	South	Hendon	39.6	20.5	8.2	0.7
E01000312	South	West Hendon	36.3	23.6	6.5	1.1
E01000313	South	West Hendon	37.4	17.7	6.6	1.0
E01000141	South	Childs Hill	36.7	17.4	7.7	0.9
E01000310	South	West Hendon	35.3	18.2	7.3	1.8
E01000223	South	Cricklewood	37.9	17.2	6.0	1.1
E01000137	South	Childs Hill	36.1	19.2	6.3	0.6
E01000185	East Central	East Finchley	35.0	21.9	9.0	0.9
E01000176	East Central	East Finchley	32.3	24.5	8.9	0.6
E01000289	East Central	Underhill	34.7	22.8	7.7	0.4
E01000121	East Central	Brunswick Park	31.2	25.5	8.4	0.4
E01000323	East Central	West Finchley	37.0	19.8	5.1	0.9
E01000184	East Central	East Finchley	38.9	16.9	6.3	0.4
E01000299	East Central	West Finchley	41.7	15.2	4.5	1.1

* The table above shows the top 30 deprivation LSOAs in Barnet. The dimensions of deprivation used to classify households are indicators based on four selected household characteristics:

- **Education:** A household is classified as deprived in the education dimension if no one has at least level 2 education and no one aged 16 to 18 years is a full-time student.
- **Employment:** A household is classified as deprived in the employment dimension if any member, not a full-time student, is either unemployed or economically inactive due to long-term sickness or disability.
- **Health:** A household is classified as deprived in the health dimension if any person in the household has general health that is bad or very bad or is identified as disabled. People who have assessed their day-to-day activities as limited by long-term physical or mental health conditions or illnesses are considered disabled. This definition of a disabled person meets the harmonised standard for measuring disability and is in line with the Equality Act (2010).
- **Housing:** A household is classified as deprived in the housing dimension if the household's accommodation is either overcrowded, in a shared dwelling, or has no central heating.

d. Changes to population of children in Barnet

The population of Children and Young people aged 0-17 from the 2021 Census is around 89,300, this is expected to remain similar over the next 10 years.

[TS007 - Age by single year - Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/census/2021/ts007)

<https://open.barnet.gov.uk/insight-and-intelligence/jsna/borough-summary/>

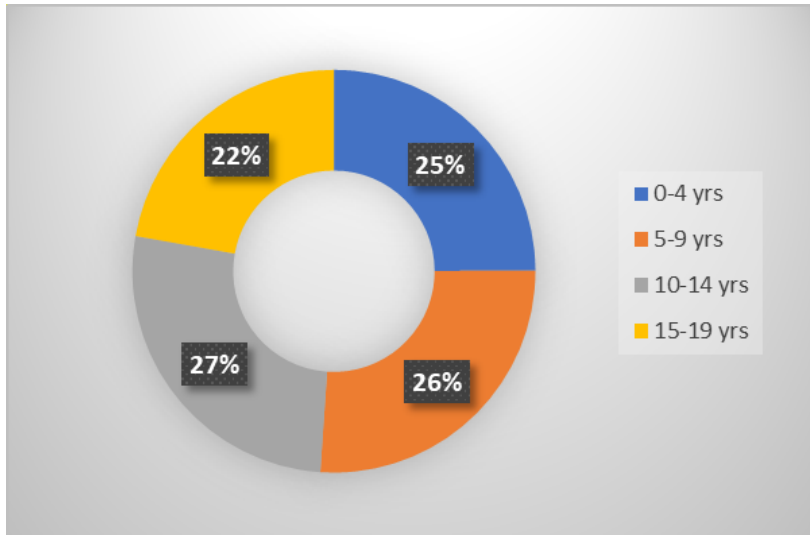


Figure 1: Proportion of children & young people in Barnet by age group 2021

[TS007A - Age by five-year age bands - Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/census/2021/ts007a)

4. Supply of Childcare

a. Number of Early Years Providers and Places

In total, there are 442 childcare providers in Barnet. There is a maximum number of 11,296 early years (0-5) childcare places offered by childminders and private, voluntary and independent (PVI) nurseries:

Type of Provision	Number of Providers	Number of registered places
Childminders	222	1,426

Type of Provision	Number of Providers	Number of registered places
Childcare on non-domestic premises*	149	7,237
Schools (including Maintained Nursery schools)	63	2,473
Childcare on domestic premises	8	160

The data Summer Term 2023

*Day Nurseries, Pre-Schools, Independent Nursery Units

It should be noted that there has been a reduction in registered Childminders during and since the pandemic, again an area of focus for the EYs team in working to increase childminding provision.

For private, voluntary and independent nurseries and childminders, the number of registered places represents the maximum number of children who can be on the premises at any given time. In practice, many providers choose to operate below their number of registered places.

Children may attend childcare full time or part time. This table records places for children who are attending full time, or for as many hours as the setting is open. In some cases, two or more children attending part time may use one full time equivalent place. For example, one child may attend in the morning and one child may attend in the afternoon.

b. Number of school age providers & places

In Barnet we have 130 schools

Type of school	Number of schools	Number of schools with nurseries
Nursery schools	4	4
Primary schools	90	57
Secondary schools	25	0
All-through schools	3	1

Type of school	Number of schools	Number of schools with nurseries
Special schools	6	1
Pupil Referral Unit	2	0

i. Types of schools

Community Schools are schools owned and maintained by Barnet Council. The council has overall responsibility for the community schools' admissions and the council arranges appeals for places at these schools.

Foundation Schools are funded by the council, but the governing bodies of individual schools own the building, are responsible for setting the admission criteria and handling the process including the arrangements of appeals.

Voluntary aided schools are schools funded by the council but 'voluntary bodies' (usually religious) own the buildings, and the governors of the schools are responsible for setting the admission criteria, handling the process and arranging appeals.

Free Schools are all-ability state-funded schools set up in response of what local people say they want and need, to improve education for children in their community.

Academies are independent schools, but no fees are charged to parents, and they are required to participate in coordinated admission arrangements. The governing body is responsible for setting the admission criteria and for arranging appeals.

All-through schools comprise both primary and secondary education phases, where children are educated from age 3 or 4 to age 18.

An **independent or private school** is a school that is independent in its finances and governance. It is not dependent upon national or local government for financing its operation, nor reliant on taxpayer contributions. Information about independent schools can be found from the Independent Schools Council.

Further information about Barnet education, can be found at:

<https://www.barnet.gov.uk/citizen-home/schools-and-education/schools-and-colleges>

5. Extension of the Free Early Years Childcare Offer

In March 2023 the Government announced that there will be an extension of the Free Early Years Childcare Offer for children under five and Primary School wraparound care for Barnet’s young people.

Timeline of Change
From April 2024 , working parents of 2-year-olds will be able to access 15 hours childcare.
From September 2024 , 15 hours childcare will be extended to all working parents of children from age of 9 months
From September 2025 , working parents of children under the age of 5 will be entitled to 30 hours childcare per week.

These extensions are likely to have an impact on our sufficiency. We are working closely with our Early Years providers to monitor this. We will pay particular attention to the offer for 9 plus months as the majority of our providers do not offer childcare for under 2’s.

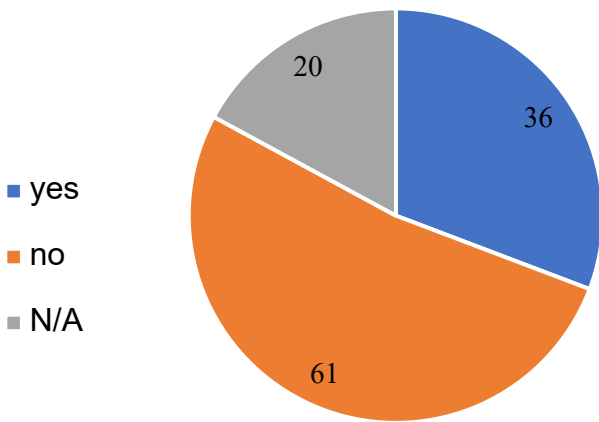
To help us plan for the future and to ensure that we have sufficient childcare provision, the early years team reached out to families and early years providers to obtain their views. The findings from the Engage Barnet Surveys will be available after 12 November 2023 when the consultation period closes. The data below has been obtained utilising those families accessing Barnet Children’s Centres and working alongside early years providers.

Sample Survey Summary

Early Years Providers

As part of this sample survey, **117** early years providers completed the survey that focused on increasing the 2-year sufficiency. Data obtained identified that 31% of childcare providers who already have 2-year-old provision said they have the potential to increase their 2-year-old capacity, while 21% of those who do not currently have 2-year-old provision said that they would consider introducing 2-year-old provision to their early years offer.

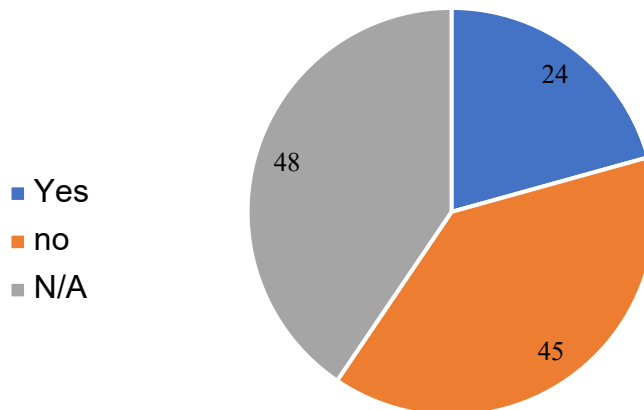
If you currently have a 2 year provision, do you have the potential to increase your capacity?



31% said that they had potential to increase their 2-year-old capacity.

If you don't currently have a 2 year provision, is this something you would like to consider?

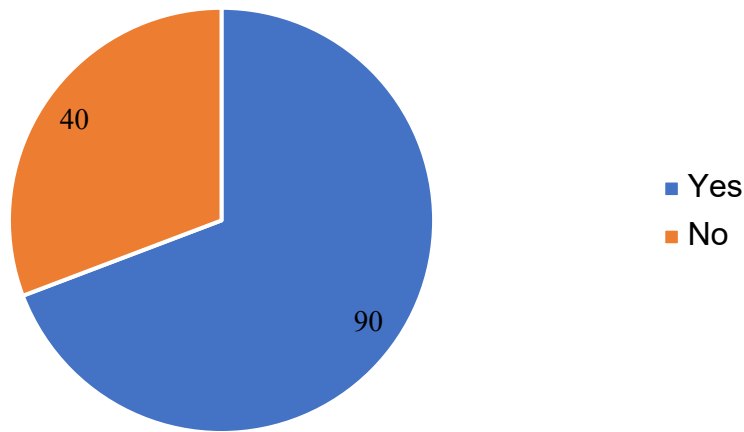
21% said that they would consider introducing 2-year-old provision to their service.



Parent/ Carer Survey

As part of this sample survey, **133** parents/carers completed the survey that focused on awareness of the changes to the free early years entitlement, childcare currently being accessed and potential access in the future. The data collected identified that 63% of those surveyed are planning to access the new 30-hour scheme.

Are you aware of the newly announced 30-hour scheme?



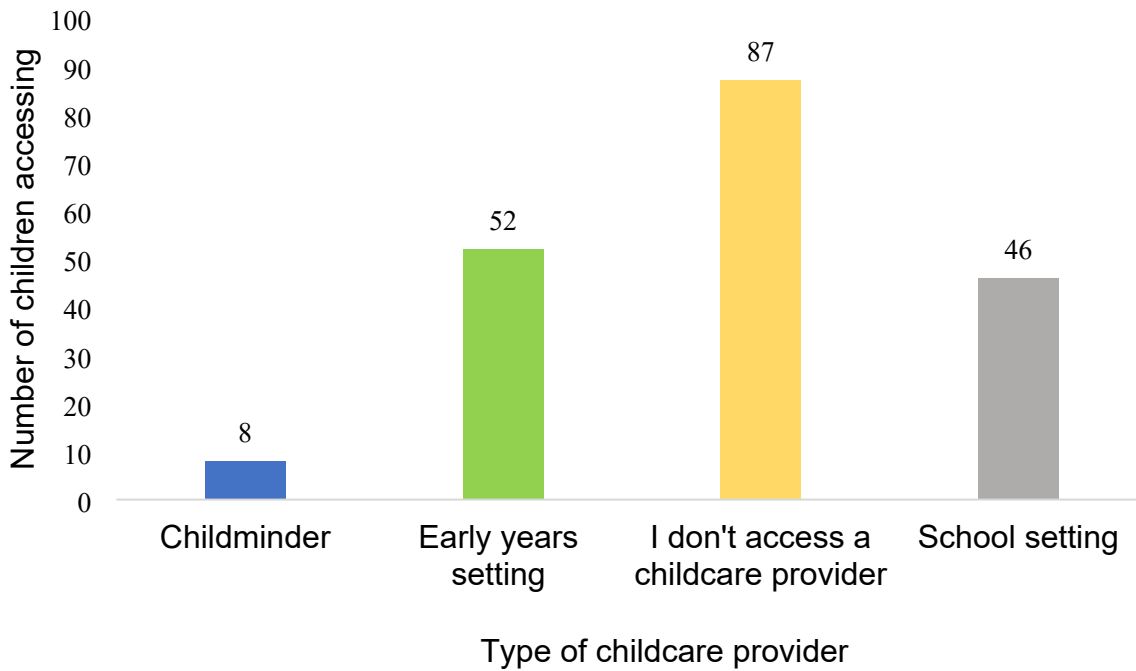
N=130 (3 did not respond)

Awareness of the new 30-hour scheme by ethnicity:

Ethnicity	Yes	No	% answering Yes
Asian/Asian British	11	8	58
Black/African/Caribbean/Black British	8	7	53
Mixed/Multiple ethnic groups	9	4	69
Other ethnic group	3	4	43
White	48	14	77

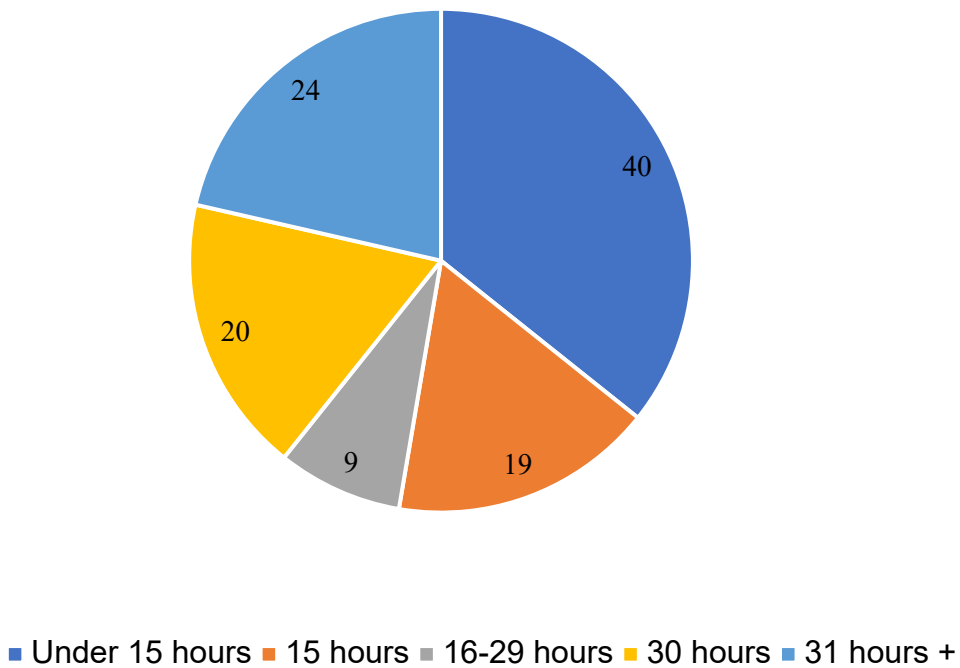
N = 116 (17 did not respond to ethnicity question)

The type of childcare providers parents in Barnet are currently accessing (per child)



N=193 individual children

Number of hours of childcare parents are currently accessing each week per child

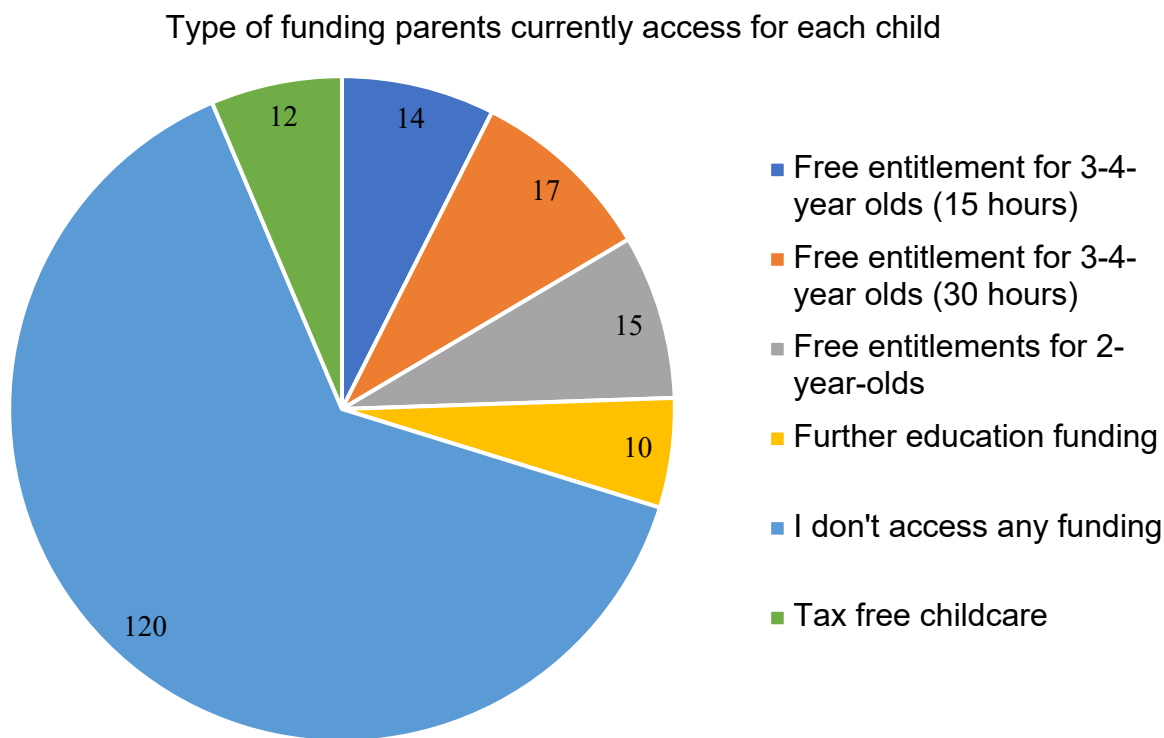


N= 112 individual children (75 did not respond- most likely because they don't access any)

Type of childcare funding accessed by parents in Barnet (per child):

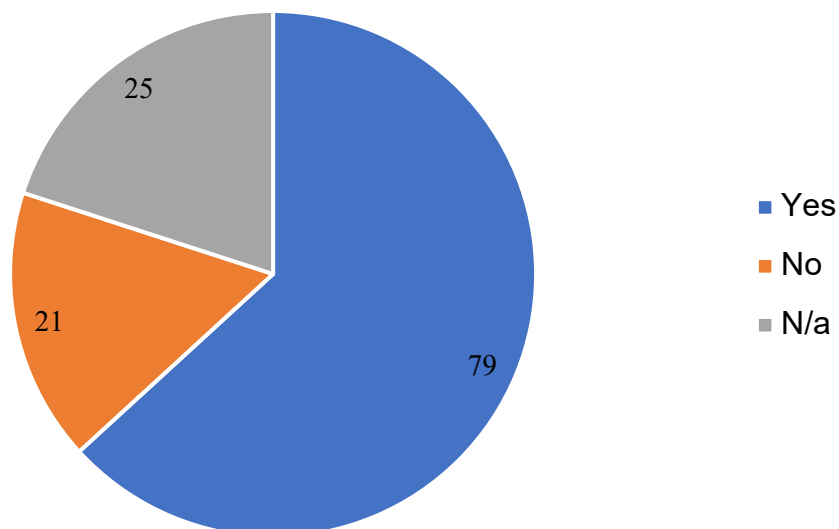
Type of funding	Number of children funded
Free entitlement for 3-4-year olds (15 hours)	14
Free entitlement for 3-4-year olds (30 hours)	17
Free entitlements for 2-year-olds	15
Further education funding	10
I don't access any funding	120
Tax free childcare	12

See pie chart below for visual representation of the data in this table.



N= 188 individual children (5 did not respond)

Are you planning to access the new 30-hour scheme?



N= 125 (8 did not respond to this question)

Parents planning to access the new 30-hour scheme by ward:

Ward	Yes	No	N/a
Barnet Vale	2		1
Brunswick Park	2		
Burnt Oak	6	1	1
Childs Hill		1	
Colindale North	4	1	3
Colindale South	1	1	1
Cricklewood		1	
East Barnet	6	1	2
East Finchley	9	3	6
Edgware	5	1	5
Edgwarebury		2	
Enfield	2		
Finchley Church End	1	2	
Friern Barnet	8	1	2
Garden Suburb	1		
Golders Green			1
Hendon	5	1	2
Hertfordshire	1		
High Barnet	1	1	
Mill Hall	1		
Mill Hill	4		1
Muswell Hill	1		

New Barnet	1		
North Finchley	1		
Other	2		
Totteridge Woodside	1		
Underhill	7	3	
West Finchley	1		1
West Hendon			1
Whetstone	6	1	1

N=128 (5 did not respond to the question of where they lived)

As part of the Engage Barnet consultation, we are also examining wraparound care for children aged 5 – 11 years to ensure sufficiency to support working families.

As part of the Government support for working families, we are developing an action plan to ensure we are meeting our sufficiency duties. We will be working with schools and providers to develop the range of wraparound care available.

6. Funded early education

a. Introduction to funded early education

All children who meet the eligibility criteria are able to take up a free place if their parent wants to.

Two year olds:

Two year olds can access 15 hours of early education for free week, for 38 weeks of the year. These 15 hours can be taken as flexibly as your childcare provider can offer.

2 year olds that qualify can start their free place at the beginning of the school term following their second birthday.

Three and four year olds (Universal hours)

All children are entitled to 15 hours of free early education for 38 weeks a year. These 15 hours as flexibly as your childcare provider is able to offer. Some providers are able to extend the hours over 52 weeks using less hours each week. 3-year-olds can start their free place at the beginning of the term following their third birthday.

Three and four year olds (extended entitlement)

The 30 hours free childcare is made of 15 universal hours and 15 hours of extended entitlement. Children are entitled to an additional 15 hrs childcare the term after their third birthday, if the parents have a valid 30 hr code. These additional hours are to support working parents.

Funded early education eligibility criteria can be found at <https://www.childcarechoices.gov.uk>

Further information regarding the Early Years Education for 2- 3- and 4-year-olds.

<https://www.barnet.gov.uk/children-and-families/childcare>

Free Early Years Education (FEE) Funding Rates

New Hourly rate from Summer Term 2023/2024
FEE 2 = £6.29
FEE 3 & 4 = £5.87 The deprivation hourly rate for 3- and 4-year-olds is increasing by 1 pence from £0.29 to £0.30 on average.

Updated Hourly Rates to commence 01 September 2023 following government announcement

New Hourly rate from 01 September 2023 – 31 March 2024 Autumn & Spring Terms 2023/24
FEE 2 = £9.34
FEE 3 & 4 = £5.93 The deprivation hourly rate for 3- and 4-year-olds is increasing by 1 pence from £0.29 to £0.30 on average.

Early Years Pupil Premium

The Early Years Pupil Premium (EYPP) is additional funding for early years settings to improve the education that they provide for some three and four-year-olds. The funding criteria is the same as for free school meals. The current level of Early Years Pupil Premium being claimed is lower than expected. As a Local Authority we are committed to raising awareness.

Early Years Pupil Premium is **increasing from 60 pence to 66 pence** per hour

The Disability Access Fund is **increasing from £828 to £881 per year**

b. Proportion of 2-year-old children entitled to funded early education

Since the outset of the pandemic, the uptake for the Free Early Years Education scheme for 2-year-olds has steadily increased:

2022/23	PVI	Schools	Total/ DWP Baseline	%
Summer Term 2023/24	527	202	729/ 1217	60 %
Spring Term 2022/23	497	221	718 / 1185	61 %
Autumn Term 2022/23	589	267	856 / 1307	65 %

The Early Years Brokerage team and Barnet Children's Centres contact all children identified on the DWP list. The scheme is widely promoted through partner services, community events and social media platforms. Those that decline the funded scheme identify the child's young age and or personal circumstances for doing so.

The proportion of eligible children taking up their funded place (for at least some of the available hours) in our local authority is:

Funding		Number of children
2-year-olds		729
3 & 4-year-olds universal hours	3-year-olds	2638
	4-year-olds	1039
	3 & 4-year-olds	3677
3 & 4-year-olds extended hours	3-year-olds	1375
	4-year-olds	641
	3 & 4-year-olds	2016

**The data in this table is based on figures Summer Term 2023/24*

c. 3 and 4-year-old funded entitlement applications

Parents who think they are entitled to a 30 hour extended hours place apply for this online through the Government’s Childcare Support [website](#). **2016** codes were utilised during the Summer term 2023. The same website is used to apply for tax free childcare and parents can apply for either or both. If a parent is eligible, the system creates a code which they can use with their chosen childcare provider. If they are ineligible, they will still be entitled to the universal 15 hours of early education and childcare.

d. Tax Free Childcare Element

We have been fortunate enough to be involved in a pilot scheme with HEMPSALLS, in which to raise awareness of the Tax-Free Childcare Element to support families with childcare costs.

Following this pilot scheme, we have seen a huge increase in active TFC accounts held by families.

Number of Families with used Tax-Free Childcare Accounts in Barnet					
2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
415	1035	1790	1910	2475	2945

Number of Children accessing Tax-Free Childcare Accounts in Barnet					
2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
515	1335	2285	2405	3245	3945

As a pilot we supported providers in the registration of Tax-Free Childcare through virtual workshops, hosted by the early years team and as a result we have seen an increase of providers now accepting Tax Free Childcare.

e. Providers offering funded early education places

Providers are paid directly by government for delivering funded early education. They are not required to offer them to parents, but of course parents may choose to use a different provider if they do not. Some providers offer a restricted number of funded places.

Provider type	Number of providers	Age 2	Age 3 and 4 universal 15 hours	Age 3 and 4 – extended 30 hours
Childminders	140	124	131	131
Nursery classes in schools	59	20	59	58
Maintained nursery schools	4	4	4	4
Private, voluntary and independent nurseries*	147	115	132	130

- Private, voluntary and independent nurseries including 8 childcare on domestic premises.

**Barnet have a number of providers who do not offer free early education places which are not included in these figures*

7. Quality of childcare in Barnet

Ofsted inspection grades

All childcare providers must register with and be inspected by Ofsted, Childcare providers who care for children aged from birth to five years must register on the Early Years Register. Childcare providers are inspected by Ofsted who evaluate the overall quality and standards of the early years provision in line with the principles and requirements of the Early Years Foundation Stage.

Childcare provider who have been inspected will receive a grade these are 'Outstanding', 'Good', 'Requires Improvement' or 'Inadequate'.

Providers are still awaiting their first full inspection have been excluded from our calculation.

Nursery classes in independent schools do not generally have an Ofsted grade.

Provider type	Total number of providers	% achieving good or outstanding
Childminders	211	65%
Childcare on non-domestic premises	147	80%
Childcare on domestic premises	8	75%

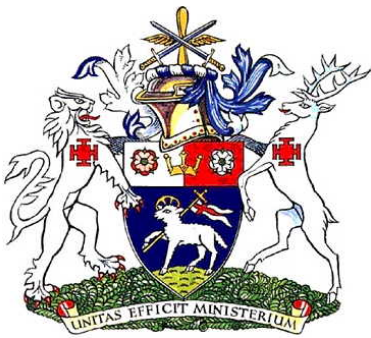
**Data based on 31/08/2023*

We have noted a drop in Ofsted gradings since the new inspection framework was updated in August 2023. This is a national picture, and we are working with BELS to support settings to maintain high quality provision. There are a number of newly opened childcare providers who are still awaiting their first full inspection and those recorded as met or registered. These figures are also not included in our calculations.

Nursery classes in independent schools do not generally have an Ofsted grade, and therefore have not been included in the above figures.

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Cabinet

	<p style="text-align: right;">AGENDA ITEM 13</p> <p style="text-align: center;">Cabinet</p>
<p style="text-align: center;">Title</p>	<p>Children and Young People’s Mental Health and Wellbeing Strategy Consultation</p>
<p style="text-align: center;">Date of meeting</p>	<p>14th November 2023</p>
<p style="text-align: center;">Report of</p>	<p>Cabinet Member for Family Friendly Barnet - Councillor Pauline Coakley-Webb</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Key</p>	<p>Non-Key</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Appendices</p>	<p>Appendix A – Draft Children and Young People’s Mental Health and Wellbeing Strategy 2023-2027</p>
<p style="text-align: center;">Lead Officer</p>	<p>Chris Munday Director of Children and Family Services Chris.Munday@barnet.gov.uk Extension: 7099</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Soriyah Carnegie Strategy and Insight Advisor Soriyah.carnegie@barnet.gov.uk Extensions 6226</p>
Summary	
<p>This document sets out the reasons why we are seeking to consult on the draft version of the Children and Young People’s Mental Health and Wellbeing strategy. This has been developed through our Children and Young People’s Mental Health and Wellbeing Partnership Board and involved engagement with young people in order to determine the barriers to accessing mental health and</p>	

wellbeing services, what help and support they need, and ultimately to determine our strategic direction around supporting Children and Young People’s mental health and wellbeing.

The mental health and wellbeing of children and young people can have a significant impact on a range of outcomes and can have far-reaching implications for both individual lives and the broader community if the right support at the right time and in the right place is not available. In light of this, it is imperative that we conduct a comprehensive and inclusive public consultation on the draft strategy. The aims of this consultation are to gather the views across a diverse group of young people to, establish clear priorities and goals, to be delivered through the strategy, and to develop our success measures, confirm our strategic direction and foster a collective commitment to the successful implementation of the strategy.

The insight gained through this strategy will also support in the delivery of the Children and Young People’s Plan 2023, specifically the sections of the plan relating to the health of children and young people. It is important that the delivery of strategies is informed by the most up-to-date insight, and the insight gathered here will support in the delivery of other plans and strategies within Family Services.

Recommendations

- 1. That Cabinet approve a public consultation to be conducted on the Children and Young People’s Mental Health and Wellbeing Strategy.**
- 2. That Cabinet note the Draft Children and Young People’s Mental Health and Wellbeing Strategy 2023-2027 (Appendix A).**

1. Reasons for the Recommendations

1. Introduction

- 1.1 Supporting children and young people to have positive mental health, as well as ensuring that young people who are at a high-level of need have effective, readily available and accessible support are the key priorities for the Barnet Children and Young People’s Mental Health and Wellbeing Partnership Board.
- 1.2 In many ways, we are still working through and remedying the mental health and wellbeing impact of the COVID-19 pandemic on children and young people. Impacts of this included isolation and loneliness, disruption of routine, uncertainty and anxiety, difficulty providing access to face to face mental health services and economic stress.
- 1.3 Compounding the above difficulties is the well-established relationship between deprivation and poor mental health and wellbeing. Mental health challenges associated with deprivation as co-morbidities include depression, suicidality, and general negative psychological well-being (Nurius et al., 2019). Additionally, poverty in childhood can drastically negatively impact cognitive ability and can lead to significant emotional problems, furthering their mental health concerns into adulthood (Moore et al., 2002).

- 1.4 Currently, Barnet has 10,942 young people in absolute low-income families and 13,288 in relative low-income families, with areas with the highest proportions of these young people being Colindale North, Burnt Oak and Cricklewood – all above the national average of 15.35% (absolute) and 18.67% (relative) respectively.
- 1.5 The current data around households vulnerable to cost-of-living increase suggests a similar picture, with these areas having the highest concentrations of vulnerable families and households. This highlights the need for a comprehensively considered strategy that focuses on place-based approaches for mental health and wellbeing support facilities and signposting.
- 1.6 Nationally, in children aged 7 to 16 years, rates of probable mental disorder rose from 1 in 9 (12.1%) in 2017 to 1 in 6 (16.7%) in 2020. Rates of probable mental disorder then remained stable between 2020, 2021 and 2022. This sustained increase has been in part, attributed to the impacts of the COVID-19 pandemic.
- 1.7 The national picture also suggests a difficulty in accessing appropriate mental health services relative to the level of need experienced by young people. In December 2021, a UK parliamentary Report reported that 60% of children and young people in need of mental health services were unable to access them.
- 1.8 In Barnet, the rate of child inpatient admissions for mental health conditions in 2020/21 was 68.7 per 100,000, which is lower than England as a whole, but higher than the regional average (JSNA).
- 1.9 We know that often children and young people are waiting too long for services and that as a system there is a need to address this and find solutions to enable swifter access and to provide wrap around support while waiting for an intervention.
- 1.10 The draft Children and Young People's Mental Health and Wellbeing Strategy aims to establish approaches that will ensure that Barnet's young people have the right support, at the right time in order to promote resilience and a healthy life.
- 1.11 The strategy makes use of the THRIVE model. This model details the different levels of need that a young person may experience, and the kinds of support that are appropriate at each level.
- 1.12 The aim of the THRIVE model is to keep as many young people mentally well and thriving, and to prevent escalation through the increasing levels of need, as well as to support young people on waiting lists for mental health services and those transitioning between services.

1.13 In our initial engagement with young people, it was found that there were four main barriers that Barnet's young people found in accessing mental health and wellbeing support:

- **Awareness**

Young people were not aware of the full breadth and availability of Barnet's mental health and wellbeing offers. They were also unaware of how they would go about accessing many of these services.

- **Perceptions**

Of the offers of support that young people were aware of, there was scepticism around their efficacy, as well as a sense that these services were promoted in ways that presented them as being overly formal and intimidating.

- **Trust**

Some young people expressed that they did not feel comfortable speaking with some professionals and practitioners, due to either previous experience or anecdotally from peers. Concerns were also raised with regard to confidentiality.

- **Cultural Barriers**

Amongst cohorts of young people who were accessing mental health and wellbeing services at proportionally low levels (including young people from the Jewish community, as well as black boys and girls) there was a prevailing sense that mental health and wellbeing professionals and practitioners were culturally far-removed from them, and therefore felt that they were less likely to be able to understand their concerns.

1.14 The draft strategy seeks to address these barriers through its priorities, which include:

2. Raising Awareness

This priority looks at ensuring that young people and their families are not only aware of the available support but are also aware of how to go about accessing this support. This involves targeted communications campaigns and young person-led and designed communications materials.

1. Engagement with Children, Young People and those with service-experience

In prioritising engagement with children, young people and those with service experience, the intention is to ensure that existing services as well as the development of new offers of support are comprehensively informed by the thoughts, feelings, ideas and feedback of children and young people, in order to tackle the existing barriers to accessing mental health and wellbeing support. Engagement with children and young people around mental health and wellbeing support will be guided by the Lundy Model, detailed within the My Say Matters Strategy (2022-2025).

2. Nearby and Relevant Support

By embedding mental health and wellbeing support within Barnet's communities, the intention is to ensure that the support is readily pragmatically accessible for all young people in the borough. The proposed use of existing community spaces and groups in which young people feel safe and comfortable, will offer young people the opportunity to get support and signposting from familiar adults and professionals who will be equipped with the tools and knowledge to support young members of the community.

3. Suicide Prevention

In prioritising suicide prevention within the Children and Young People's Mental Health and Wellbeing Strategy, it ensures that high-risk groups of young people are able to receive tailored approaches to their circumstances. It draws from the Barnet Suicide Prevention Framework, and therefore aligns with wider Public Health policy.

4. A system for success

The strategy's final priority looks at the development of conditions of success throughout the wider mental health and wellbeing system, to make sure that the mental health system and the professionals within it are sufficiently equipped to meet the mental health and wellbeing needs of Barnet's young people.

The strategy outlines the outcomes sought in prioritising each of these areas.

3. Consultation

- 1.15 A full public consultation on Barnet's Children and Young People's Mental Health and Wellbeing Strategy will support us in understanding the public perception of the strategy, the level of approval around our priorities and principles, as well as providing the insight to identify any gaps in mental health and wellbeing support not currently addressed within the document.
- 1.16 Such a consultation will also ensure that the strategy, from inception through its development and eventual publication is aligned with wider strategies and initiatives in Barnet.
- 1.17 For example, the Health and Wellbeing Strategy (2021-2025) highlights the need for greater responsibility across the system in engaging residents and the voluntary and community sector, as well as other partners in improving the overall wellbeing of residents.
- 1.18 The engagement with children and young people during this consultation also aligns closely with the My Say Matters Strategy (2022-2025), which looks at the ways in which the voices of children and young people can and should be used in the design and development of policies, strategies and services. Whilst we have already engaged with young people in the design of our draft priorities, this consultation will allow us to include the voices of even more young people, and also to address any changes in the needs and ideas of young people since our initial engagement.
- 1.19 The consultation will seek the views of:
 - Mental Health and Wellbeing Service users and clinical staff members, including focus groups through Barnet Integrated Clinical Services (BICS)

- Parents, through seeking the views of our Parent Champions and those of the Parent Carer Forum
- Children and young people, through focus groups at UNITAS, survey sessions during Barnet Active Creative Engaging Holidays sessions (BACE), and seeking the views of members of our Barnet Inclusive Next Generation (BING), Barnet on Point (BOP), The Youth Board, the Young Quality Assurance Group (Y-QAG)
- Colleagues throughout Family Services
- The wider public, through a survey hosted on Engage Barnet

4. Alternative Options Considered and Not Recommended

- 4.1 To proceed with requesting permission from Cabinet to publish Barnet’s Children and Young People’s Mental Health and Wellbeing Strategy without consultation.
- 4.2 This would be inappropriate, as there is a need to make use of insight from residents, families and service users to ensure that the strategy is relevant and genuinely supportive.
- 4.3 Consulting also enables the development of the strategy to be in alignment with Barnet’s wider guidance around consultation, engagement and community participation.

5. Post Decision Implementation

- 5.1 Should the recommendation to consult be approved, the post decision implementation consists of arranging engagement sessions with the cohorts mentioned in section 2.5, as well as the writing and publishing of a survey to be hosted on Engage Barnet.
- 5.2 The consultation period will last between Monday 4th December 2023 - 15th January 2024, to ensure sufficient time both before and after the Christmas period, in order to gather as much insight as possible during the consultation period.

6. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 6.1 The strategy specifically supports the corporate plan’s aim of being a Family Friendly borough where children and young people have the best start in life with the right support and safeguarding when they need it, and the right tools to live their lives successfully into adulthood.
- 6.2 By consulting on this draft strategy, the aim is to ensure that the support and approaches proposed are the right support and tools for young people to achieve this.

6.3 The proposed consultation will also allow members of the community who have not yet been directly engaged with during the development of the strategy to provide feedback on how well the strategy addresses the Corporate Plan's aim to ensure residents are aware of and are able to access services and activities at the right time and in the way that is most suitable for them. It also ensures that we are able to deliver the aim of providing local solutions for local neighbourhoods based on the views of residents.

6.4 The corporate's plan highlighting of the need to engage in dialogue with families and communities in order to achieve its Family Friendly aims directly aligns with the need to consult families and communities on our Children and Young People's Mental Health and Wellbeing Strategy.

Corporate Performance / Outcome Measures

6.5 The proposed consultation supports in our corporate performance through being in alignment with the Community Participation strategy, and with the corporate guidance around engagement and consultation.

6.6 Specifically with regard to the principles set out within Barnet's Community Participation strategy, the proposed consultation will:

- Engage residents in the places they feel safe, comfortable and familiar, by offering focus groups in spaces such as UNITAS, with BACE providers and virtual focus groups where residents can engage from wherever they feel is most appropriate for them
- Seek the views of all our communities, particularly young people, minoritised groups and those less often heard
- Form part of our ongoing dialogue through the lifecycle of the strategy's development and the proposed services within it
- Promote transparency, openness and accessibility through encouraging participation in our strategy development

6.7 The consultation also explicitly supports in Barnet's vision to be a Family Friendly London Borough. It proposes to do this through ensuring that our strategic approach to supporting the mental health and wellbeing of Barnet's Children and Young people is sufficiently equipped to support young people and families in the ways that are most accessible, equitable and evidence-based.

6.8 Using insight gathered directly from the cohorts of Barnet's community that we seek to support through this strategy will ensure that it is as relevant as possible.

Sustainability

6.9 Not Applicable

Corporate Parenting

6.10 The strategy's implementation will directly support children and young people in our corporate care with complex mental health needs. By consulting our Children in Care Council (BOP), we

will be able to ensure that the thoughts, needs, feelings and voices of children in care directly inform the final draft of the strategy.

Risk Management

- 6.11 The risk associated with this consultation is a lack of engagement from young people, families, professionals and residents more widely.
- 6.12 In order to mitigate this, we will be offering a wide range of consultation mediums in order to cater to the availability and access needs of all residents to be consulted.

Insight

- 6.13 The proposed consultation is an exercise in ensuring data quality.
- 6.14 The insight gathered from this consultation will be made available to the wider mental health and wellbeing system via the Children and Young People's Mental Health and Wellbeing Partnership board and will inform the final draft of the strategy.

Social Value

- 6.15 Not applicable as this is not a proposal for the commissioning of a public service in accordance with the Public Services (Social Value) Act 2013.

7. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 7.1 No costs or income relating to the proposed consultation are expected to impact any existing budget.

8. Legal Implications and Constitution References

- 8.1 The proposed consultation aligns with Section B of the Principles of Good Governance by encouraging and ensuring openness and comprehensive stakeholder engagement.
- 8.2 As stated in the final supporting principle in Section B, the proposed consultation follows the guidance set out within the Consultation & Engagement Strategy, in that we propose to engage with residents and organisations listed within section 6 of the strategy, and proposes to use the engagement mediums listed in section 7 of the strategy, including paper surveys, online surveys and focus groups.
- 8.3 Local authorities have specific duties in respect of children under various legislation including the Children Act 1989 and Children Act 2004. They have a general duty to safeguard and promote the welfare of children in need in their area and of a child looked after by the local authority. The proposed consultation encompasses the duties within the Children Act by promoting a strategy which will in turn provide appropriate mental health and wellbeing provisions.

8.4 The proposed consultation also aligns with the Childcare Act 2006 duties namely to improve the wellbeing of young children in the area, and reduce inequalities between young children in their area in relation to the matters related to mental health and wellbeing which is what such consultation pertains to.

8.5 Under the Council's Constitution, Part 2D, the terms of reference of the Cabinet includes the following functions:

The Cabinet is responsible for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
- Monitoring the implementation of the budget and financial strategy;
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
- Approving policies that are not part of the policy framework;
- Management of the Council's Capital Programme;

9. Consultation

9.1 This report is requesting permission to consult on the Children and Young People's Mental Health and Wellbeing strategy.

9.2 The details of the proposed consultation can be found in Section 2 above.

10. Equalities and Diversity

10.1 Section 149 Equality Act 2010 outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups. The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services. Equalities and diversity considerations are a key element of social work practice.

With regard to the protected characteristics as stated under section 149 of the Equality Act 2010, the proposed consultation has impacts in the below areas:

a) Age

Whilst the strategy is focused upon the mental health and wellbeing of 0-25 year olds, the consultation itself does not impact upon age as it is open to residents and partners

of all ages, with feedback sought from children and young people, service users, parents, families and professionals.

b) Disability

The mediums through which the proposed consultation seeks to gain feedback and insight from residents, partners and professionals within the mental health and wellbeing system will be made available in accessible formats, in accordance with Barnet's Accessibility Statement.

There have been no foreseen impacts upon the remaining protected characteristics, which include gender reassignment, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

This consultation will enable collation of information and an Impact Equality assessment will be completed thereafter.

11. Background Papers

11.1 N/a

Children & Young People's Mental Health and Wellbeing Strategy

2023-2027

Author	Chris Munday
Directorate/Director	London Borough of Barnet
Responsible Committee	Children and Young People's Mental Health and Wellbeing Partnership Board

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Foreword

In Barnet, children and young people are an integral part of our community and are key to realising the potential of our collective future. Their wellbeing and mental health are essential cornerstones upon which their growth, resilience, and success depend. As the Children's Partnership, it is our responsibility to prioritise the mental health needs of our young people, ensuring that they thrive in a nurturing and supportive environment. The COVID-19 pandemic, in particular, has exacerbated existing vulnerabilities, highlighting the urgent need for a comprehensive and inclusive strategy to address the mental health needs of our young people.

The following Children and Young People's Mental Health and Wellbeing Strategy represents our commitment to their wellbeing, and to fostering an environment where our children can flourish, equipped with the tools and resources necessary to navigate the challenges that may come with working towards and maintaining positive mental health and wellbeing.

Through research, collaboration, and engagement with mental health professionals, colleagues in education and, most importantly, young people themselves, we have developed a strategy that seeks to address the multifaceted aspects of mental health. This approach recognises that mental wellbeing is not isolated from the broader social, economic, and cultural fabric of our community. It acknowledges that the responsibility for

nurturing mental health lies not only with specialist services but also with every part of Barnet's wider community, including families, schools, health, and local voluntary, community, faith and social enterprise (VCFSE) organisations.

This strategy emphasises prevention, early intervention, and resilience-building. By investing in the promotion of positive mental health for children and young people, we can create a strong foundation for our children to thrive and develop into happy, healthy and resilient adults. Moreover, by fostering awareness and reducing the stigma surrounding mental health, we can create a community where seeking support is encouraged and accessible to all.

We are committed to providing the necessary resources and support systems to ensure that mental health services are accessible, equitable, and evidence-based to meet the unique needs of our diverse population. This strategy aims to strengthen existing partnerships and forge new collaborations with community organisations, mental health providers, schools, and stakeholders to create a comprehensive network of care and support.

This strategy and its action plan are living documents that will require ongoing evaluation and adaptation to ensure that we are flexibly meeting needs in a changing landscape. We envision a community that embraces empathy, compassion, and understanding—a community that safeguards the mental health and well-being of every child and young person. We invite every member of our community to join us on this journey—to actively participate, lend their expertise, and share their experiences. Together, we can build a brighter future for our children, where their mental health is nurtured, and their potential unleashed.

Introduction

This Children and Young People's Mental Health and Wellbeing Strategy underlines the commitment from the Partnership to provide high quality, creative and young-person centred mental health and wellbeing provision in the borough to build resilience in all children and young people by detailing how the offer will continue to be developed and improved. It identifies Barnet's current and future priorities to enhance our offer around the mental health and wellbeing of children and young people and provides a framework through which to engage in collaborative partnership working, and to determine the actions through which these priorities are met. The health and wellbeing strategic objective is set out in more detail in the Barnet's Children and Young People's Plan 2023-2027.

In 2022 we established a multi-agency Barnet Children and Young People's Mental Health and Wellbeing Partnership Board, which brings together representatives from across Children's Mental Health and wellbeing services in Barnet to oversee the implementation of the Barnet Children and Young Peoples Transformation Action Plan, transformation funding, and other related funds and grants, either Local Authority or NHS and agree and monitor spending plans. The Transformation Action Plan supports a whole system approach, focusing on early intervention and improving access and is based on delivering the THRIVE model. This board will also monitor implementation of this Children and Young People's Mental Health and Wellbeing Strategy and action plan.

This multiagency group has agreed the following principles that will be embedded within dedicated mental health and wellbeing

services for Children and Young People and used in shaping service delivery to ensure that mental health and wellbeing are consistently centred as priorities. These principles have been informed by consultation with young people in the Borough, including those groups who are currently underrepresented in accessing services.

Accessible

We will ensure that the relevant services and support offers function in ways that encourage all elements of accessibility to be at the forefront of our service delivery. This means working around the diverse circumstances of Barnet's children and young people by working to expand services that operate outside of the 9 – 5 pm working hours and ensuring that venues for service delivery are distributed across the borough in a way that is accessible to young people in all communities. Accessibility also depends upon the promotion of existing services to establish awareness of the support available within the borough, and in being flexible in our delivery models, both virtually and in person. We will ensure that there are clear channels to communicate to children and young people what services are available and how to access them. We will specifically look at how we can make mental health and wellbeing support more accessible to those with SEND.

Equitable

We will shape our approach to mental health and wellbeing to make it equitable in all areas through the creation and maintenance of services that reflect the diversity of need in Barnet's children and young people. Ensuring that our services are flexible enough to cater to specific cohorts of young people is key to this principle and to maximising the efficacy of the available

mental health services. This principle also requires the use of preventative mental health support and the provision of early support at the correct and most useful times for children and young people in the borough.

Evidence-based

Our services and offers of support will be needs-led, through a focus on effective consultation and subsequent co-production. As well as working on collecting comprehensive feedback from the children and young people who use our services, we will also develop robust feedback loops, where the results of consultations are shared with these children and young people. Key to embedding this evidence-based principle within these services is the maintenance and strengthening of our communications with other Local Authorities for effective benchmarking against alternative service models and to improve our understanding of how local services impact on outcomes.

Impact-driven

We will ensure that the impact of our offers of support is paramount in the shaping of service delivery. We will actively engage with the children and young people who utilise these support offers, as well as practitioners to monitor their impact, and to make continual improvements. Our service delivery and design processes will be outcomes-focused, and we will work with children and young people to determine the kinds of outcomes they both expect and require from these services.

The Local Context

The 2021 NHS Mental Health of Children and Young People in England survey found that 39.2% of 6 to 16 year olds had experienced deterioration in mental health since 2017. The coronavirus pandemic and school closures have meant that for extended periods of time, young people were unable to access support through some of the previously established routes. It has had particularly acute impacts on already vulnerable young people, with The Children’s Commissioner’s Office explaining that ‘Vulnerable children faced real hardship as a result of Covid-19, in particular children in care and custody, those with disabilities or mental illness, those at risk of abuse or without a permanent home.’



In 2020, Barnet 2.61% of school pupils were identified as having social, emotional, and mental health needs. This is **marginally higher than the overall rate for London (2.49%), and slightly lower than for England (2.7%)**



For primary school age children in Barnet, 2.54 % had social, emotional, and mental health needs in 2020. This is **slightly higher than the comparable rates for London (2.24%) and England (2.45%)**



In Barnet’s secondary school age pupils in 2020, 2.6% had social, emotional, and mental health needs. **This is slightly lower than the rates for London (2.63%) and England (2.67%) for the same period**

Currently, Barnet has 10,942 young people in absolute low-income families and 13,288 in relative low-income families, with areas with the highest proportions of these young people being Colindale North, Burnt Oak and Cricklewood – all above the national average of 15.35% (absolute) and 18.67% (relative) respectively. The current data around households vulnerable to cost-of-living increase suggests a similar picture, with these areas having the highest concentrations of vulnerable families and households. This highlights the need for place-based approaches for mental health and wellbeing support facilities and signposting.

In recent years there has been increased investment into children's mental health and wellbeing provision in Barnet to enhance services focused on early help through to crisis support. This includes the development of the Barnet Council Integrated Clinical Service (BICs), which incorporates Mental Health in Schools Teams; Resilience Schools Programme and the creation of an Out of Hours Crisis Support team delivered by Barnet, Enfield and Haringey Mental Health Trust wait times for specialist services remain a challenge and some children are still waiting far too long especially for neurodevelopmental assessment.



Globally, depression is the leading cause for disability and illness among 10–19-year-olds.



Nationally children from the poorest 20% of households are four times as likely to have a serious mental health difficulty by the age of 11 as those from the wealthiest 20% (Morrison Gutnam et al 2015)



Children and young people with a learning disability are 3x more likely than average to have a mental health problem (Lavis et al 2019), and young people identifying as Black/Black-British ethnicity had the highest increased odds of experiencing poor mental health.



Children and young people with a learning disability are 3x more likely than average to have a mental health problem (Lavis et al 2019)



The rate of inpatient admissions for deliberate self-harm in 15–19-year-olds in Barnet was 458.9/100,000, which was lower than for England.



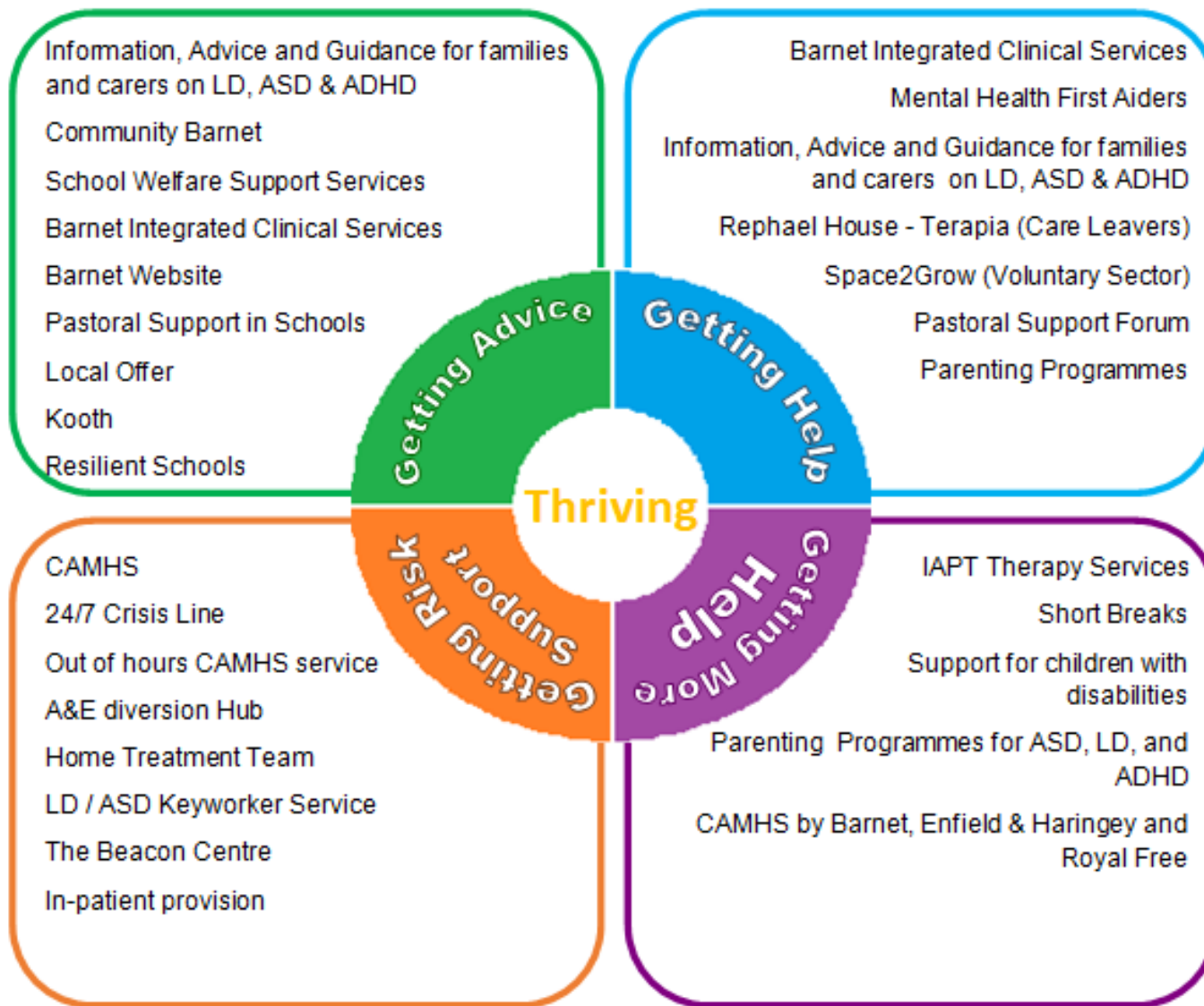
It is not known exactly how many children in Barnet are living with a mental illness as many children with mental ill health may not be recognised or treated.



The rate of child inpatient admissions for mental health conditions in Barnet in 2020/21 was 68.7 per 100,000, which is lower than England as a whole, but higher than the regional average (JSNA)



Nationally in England rates of probable mental disorder increased between 2017 and 2021; 6- to 16-year-olds from one in nine (11.6%) to one in six (17.4%), and in 17 to 19 year olds from one in ten (10.1%) to one in six (17.4%). (2021 MH survey)



Thrive Model and Local Delivery

This strategy is underpinned by the framework of the five areas of the Thrive model and sets out principles to drive our delivery against the areas of ‘thriving’, ‘getting advice’, ‘getting help’, ‘getting more help’ and ‘getting risk support’.

Our current offer aims to improve the emotional wellbeing and resilience of the borough’s children and young people through prevention and early intervention in the form of parenting programmes, mental health first aiders, programmes in schools including MHSTs and resilience schools and support from children’s wellbeing practitioners through the BIC service. When children and young people require more help or crisis support a range of provisions are available including the out of hours CAMHS service, in-patient provision and the Home Treatment Team.

This framework is used by Barnet’s mental health and wellbeing partnership to plan our menu of interventions ensuring that there is sufficient and equitable support for children and young people across each of the Thrive domains.

The principal aim of the Thrive Model is to keep as many children and young people in a state where their mental health and wellbeing is positive, and being maintained through preventative support. Ideally, there would be no escalation into the four quadrants of the model, and there are a number of services and support with the aim of maintaining positive mental health and wellbeing amongst young people in Barnet. These include, but are not exclusive to:

- Barnet Young People Thrive’s interactive virtual webinars on topics around their emotional health and wellbeing
- Raising awareness of what good and poor wellbeing looks like through a whole school approach and being able to know where and when to seek support, delivered through the Resilient Schools Programme and the Mental Health Support Teams.
- Youth Mental Health First Aid, allowing educators to understand the signs and symptoms of poor wellbeing and intervene early.
- Barnet wide services to promote emotional and physical health for children and their families :
 - The Healthy Schools and Healthy Early Years programme of support for schools.
 - The Healthy Weight Pathway Services for children in Barnet.
 - The Sexual Health and Healthy Relationship Service delivered by Brook in Barnet.
 - The Health Coach Services delivered by Home Start to support families in Barnet.
 - The Healthy Child Programme Services.
- Barnet’s Wellbeing Service’s self-help offer, which includes:
 - Educational workshops
 - Barnet Circle Yoga
 - Happy Stream
 - Arts and crafts
 - Guidance around mindfulness, exercise and nutrition
 - Recommendations on apps for wellbeing
- Barnet’s Wellbeing Hub, where members of the community can have access to an emotional health check, as well as mental health social prescribing. This aims to identify any mental health and wellbeing challenges, and offer the appropriate, effective support to ensure that there is no need for escalation into the outer quadrants of the Thrive Model.

The above support aims to inform young people about mental health and wellbeing, as well as offering support and opportunities to boost their mental health and wellbeing through positive activities.

Wider support available to young people, endorsed by Barnet include:

The Mix

This is an offer of support to anyone under 25, about anything that’s troubling them. This is an opportunity to identify and prevent any mental health and

wellbeing challenges, and can support in the transition to adulthood for young people who may need additional support and guidance.

Good Thinking

This is a London-wide digital wellbeing service, offering resources for young people to improve mental wellbeing, including free NHS-approved apps.

Reading Well

This offers young people from 13-18 years of age recommendations on expert-endorsed books about mental health, with advice and information about issues like anxiety, stress, OCD and experiences such as bullying and exam-related pressures.

By investing in preventative support, we aim to divert from escalatory support services through early identification. In keeping as many young people as possible in a healthy state of mental health and wellbeing, we can relieve pressure on the services focused on crisis support, and thereby ensuring that the more intensive resource within the getting more help and getting risk support quadrants is more readily available to those children and young people who are at a higher level of need.

Strategic priorities

Children's Mental Health and wellbeing is a priority in the delivery of national strategies including a priority for the NHSE CORE20PLUS5 approach at a local level. In Barnet the Children & Young People's Mental Health and Wellbeing Partnership Board is the delivery mechanism for the children's aspects of the Barnet Borough Partnership and ensures that there is a robust focus on Barnet's children and young people while aligning with North Central London (NCL) Integrated Care Partnership when appropriate. Promote good mental and emotional health across all ages and different communities and Children's mental health and wellbeing is a key objective within the children & young People's Partnership plan 2023-2027 to deliver better outcomes. The priorities set out in this strategy will feed into the delivery of that overarching objective.

The following four strategic priorities have been identified from consultations with children and young people within the borough, as well as aligning with wider health initiatives on both a borough-wide and national-scale.

Priority 1: Raising Awareness

Ensuring that children, young people, and their families know what services and support is available to them is key to this strategy, and in making sure that the support services available are made use of effectively by those who need them. It's also important that young people and their families have an understanding of *how* to access this support too, and where they can go for help. We will do this through ensuring that our available services are featured on the local offer site, and that this is promoted widely. We will also support individual services to promote their services through engagement with schools and the VCSFE. Through our communications team, we will work to maximise our reach via social media, as well as making use of targeted informative poster campaigns across the borough to reach as many children, young people and their families as possible. Working closely with young people to spread this awareness is important, both in terms of engaging with them to find out which avenues of communication they prefer to receive information through, but also working with them to develop these communications. As part of this, we will be co-producing a short film around mental health, how to access support and reducing the stigma around getting help.

System-wide awareness

Raising awareness of the mental health and wellbeing support offers for children and young people throughout the system also involves ensuring uniform understanding and awareness of what is available on the part of those working in the system. We will be conducting a system-wide mapping exercise of the mental health and wellbeing support available to children and young people in Barnet. The intention is that this will support colleagues working within the system to better understand the roles and relationships of each area of the system, as well as having a uniform understanding across Barnet of the referral

pathways. Through the Children and Young People's Mental Health and Wellbeing Partnership Board, we will work to ensure that all parts of the system are aware of the work going on in other areas, to encourage collaborative working, reduce duplication and improve efficiency. This will aid in effectively communicating the support offer to children and young people, as well, ensuring that children and young people get the right mental health and wellbeing support, at the right time.

Outcomes:

- Children and their families know what support is available to them, where and how to access it.
- The Local Offer is accessible and provides accurate and up to date information on the services available.
- Communication campaigns are relevant to current issues and needs and targeted to achieve increased engagement and support to children and young people
- Professionals work together to create a system that is joined up improving the experience of children and their families.

Priority 2: Engagement with Children, Young People and those with service-experience

Engagement with Barnet’s young people forms a key part of our service design and delivery, and it is therefore essential that we have a diverse set of avenues through which to gather the sentiments and concerns of our young people.



Engaging with young people is key to our aim of embedding co-production throughout our services, and this requires engagement with young people with a range of levels of need as and a diverse range of backgrounds. This includes engaging with current service users, those young people who are seldom heard, as well as wide-ranging engagement pieces with large cross-sections of Barnet’s children and young people. Our work with children and young people on mental health and wellbeing will be guided by the My Say Matters strategy launched by Family Services in 2022, which uses the Lundy model (above), to approach engagement.

In order to tailor this model to working with the mental health and wellbeing of children and young people, we will do the following:

Space

To give children and young people safe and inclusive opportunities to form and express their views we have and will proactively engage young people from diverse backgrounds.

For this strategy we identified groups of young people who are proportionally disengaged with Barnet's mental health and wellbeing services, and we are designing the feedback process following this initial work. We will arrange engagement sessions within existing spaces where young people have said that they feel comfortable and with organisations who have the expertise to do this work with specific cohorts such as Chazak, Noa Girls and BLAM UK.

Voice

To ensure that children and young people are provided with sufficient information to support the expression of their views we will provide practitioners with the necessary training to effectively communicate to a range of age groups the details around the engagement. For each piece of engagement work, we will be clear about the information needed from young people. Practitioners will assess young people's level of understanding prior to, during and throughout the engagement piece.

Audience

To ensure that the views of children and young people are communicated to the right people, we will ensure that key decision makers in relevant areas are made aware of any engagement work around mental health and wellbeing taking place within their service areas to provide input around the design of the engagement activity and the kind of information we seek from these activities.

Influence

To ensure that the views and voices of children and young people are taken seriously and acted on where possible, we will ensure that feedback is collated and fed back to said decision makers, and where relevant, they will be encouraged to feed this back to the practitioners within their areas. Young people will be made aware of the impacts of their feedback through follow-up sessions and other context-appropriate avenues.

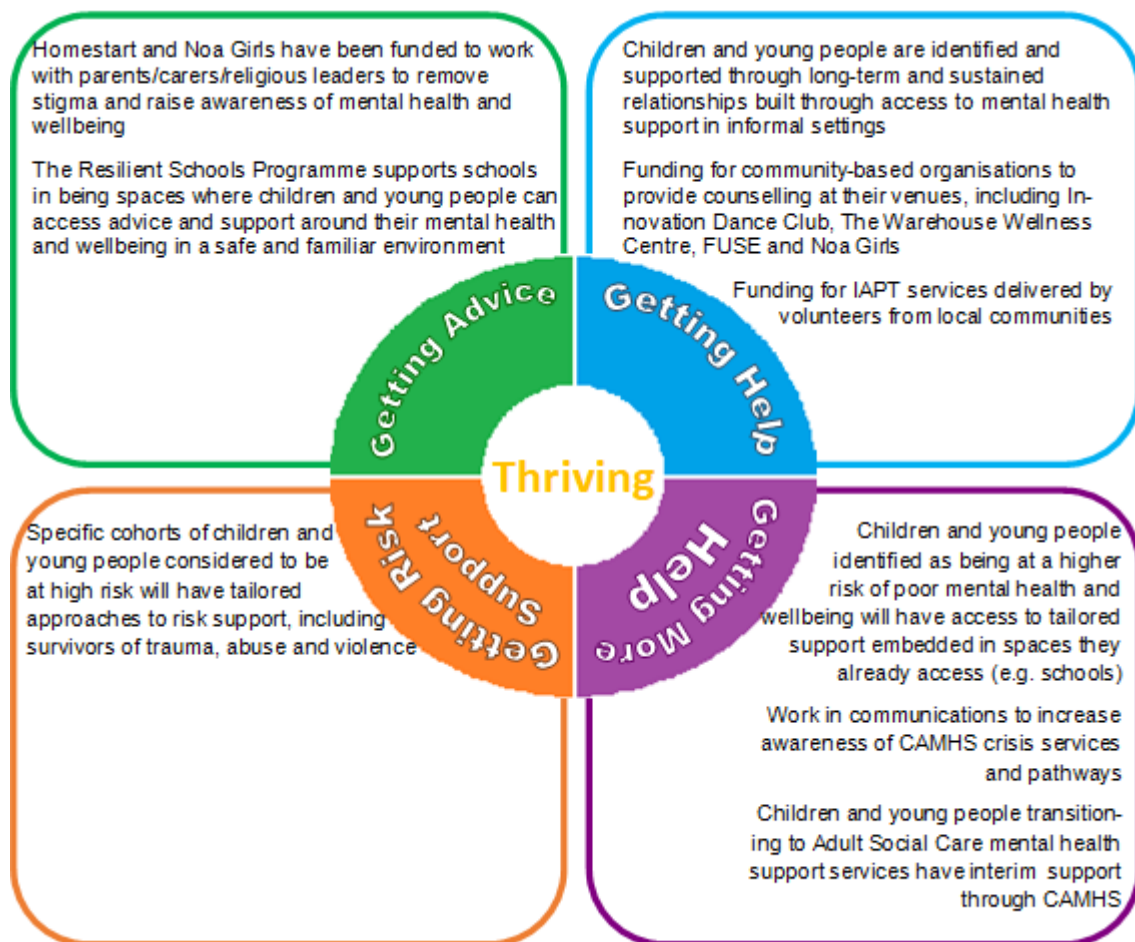
Outcomes:

- Insight-informed service design and delivery
- Barriers to access are identified and mitigated early
- Children and young people within the borough are aware of opportunities to support in the co-production of mental health and wellbeing support services

Priority 3: Nearby and Relevant support

Making mental health and wellbeing support more accessible to all of Barnet's young people in ways that consider their individual circumstances

Ensuring that Mental Health and Wellbeing support is practically accessible to all children, young people and families requires these offers of support to be embedded within communities. This support will also be situated strategically in ways that align with need and projected need within the borough, with risk factors of poor mental health amongst children and young people considered. The below diagram shows our intentions in this area, as well as demonstrating some of the ongoing work to ensure that nearby and relevant mental health and wellbeing support is available and accessible to all children and young people.



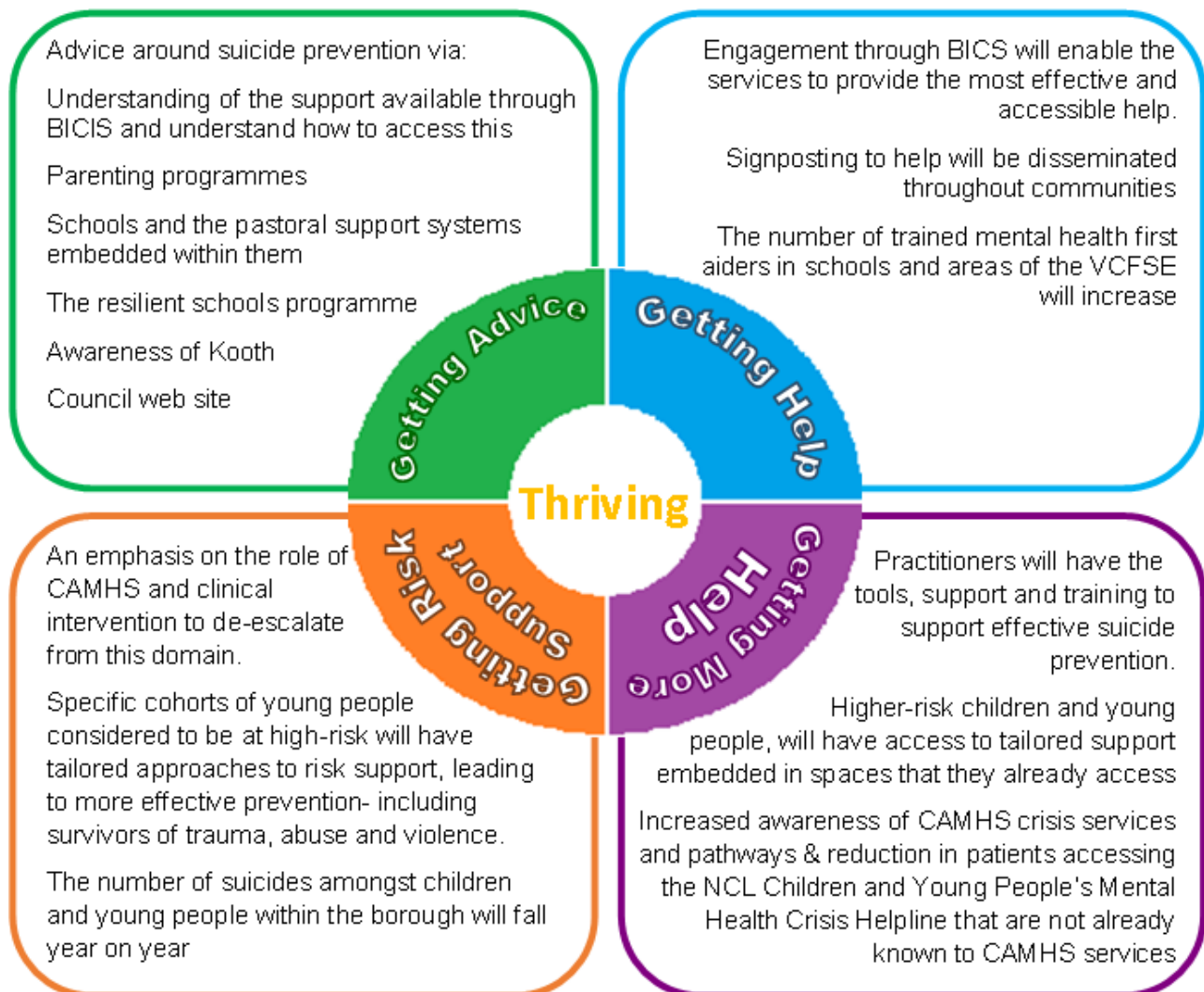
Outcomes:

- Ease of access to advice due to increased trust and reduced stigma
- Increased understanding of how to support children and young people's mental health within communities.
- There is access to a range of services that provide early help to children and their families
- Improved access to services and children experiences a reduction in the time they wait for services.
- Wrap around support is available while children are waiting for a targeted intervention.
- A reduction in patients accessing A&E for mental health support.

Priority 4: Suicide prevention

The multi-agency Barnet Suicide Prevention Partnership ensures that robust and effective support is in place to ensure that the number of Barnet’s children and young people lost to suicide falls every year.

The Barnet Suicide Prevention framework provides detail on high-risk groups and encourages tailored approaches for specific groups and circumstances. The framework specifically cites insight from data, research and children and young people with lived experience as a key foundation for action in seeking to prevent suicide attempts by young people, and in line with this we will continue to ensure that our approach to suicide is evidence-driven and highly informed by insight from those with lived experience.



Outcomes:

- Opportunity and capacity for human intervention and help-seeking is increased.
- Access to means of suicide and self-harm are reduced for those identified as being at particularly heightened risk.
- Number of attempted and completed suicides amongst Barnet’s Children and Young people falls year on year.

Priority 5: A System for Success

As part of our aims to improve the experiences of children and young people accessing mental health support, it is key that we develop the conditions for success, whereby we create a system that can deliver on our priorities and lead to better outcomes.

To do this, we will:

- Explore the development of a single system, enabling children and young people to experience a seamless service.
- Explore the concept of a single provider to coordinate activity across the system so that children and young people do not fall through the gaps when moving between services.
- Explore single point of access and no wrong door.
- Ensure a workforce that is able to deliver the best outcomes for our children and young people and that they have the support to do so.

Outcomes:

- Improved interim support in transitions between services.
- Increased accessibility to mental health and wellbeing services for all children and young people
- Increased integrated working across the system.

In prioritising the above areas in alignment with the THRIVE model, our aim is to ensure that as many young people in Barnet are able to remain within the Thriving domain, with the services and multiagency support within each domain being able to mobilise around children and young people in need in order to prevent instances of escalation and to build resilience within children, families and communities.

Governance

Performance Management

An action plan is currently in development, which will be used to capture status updates on a quarterly basis during Children & Young People's Mental Health and Wellbeing Partnership Board meetings where action owners will report on updates and Red Amber Green (RAG) ratings.

Monitoring

This strategy's implementation will be monitored by both the Children & Young People's Mental Health and Wellbeing Partnership Board (Children's Integrated Care Board for Barnet) Progress on individual actions within the action plan will be reported on a quarterly basis to the Children and Young People's Mental Health and Wellbeing Partnership Board.

Roles and Responsibilities

Approval for any amendments to this strategy will need to be given by the Children and Young People's Mental Health and Wellbeing Partnership Board.

Corporate Knowledge

	Levels of Impact			
	High	Medium	Low	None
People	✓			
Place		✓		
Planet			✓	

APPENDIX

A: The Barnet Suicide Prevention framework

Theme	Foundation for Action		Prevention of Suicide and Self Harm				Postvention	
Area for Action	Insights from data, research and children and young people with lived experience	Leadership and Collaboration	Awareness	Interventions*	Services & support	Wider determinants of mental health and wellbeing	Bereavement Support	Community Response
Cross-cutting concerns	1. Each area should address high risk groups 2. Each area should consider the need for tailored approaches for specific groups 3. Each area should mitigate the impact of high-risk distressing life events							

*Interventions are actions which delay or disrupt suicidal thoughts or actions; for example reducing access to means, increasing the opportunity or capacity for human intervention and providing opportunities for help-seeking.

Preventing suicide by children and young people requires responsiveness to emerging insight, and thus, the regular collective review of our approach and strategy.

B: Mental Health and Wellbeing Board Terms of Reference

Barnet Children & Young People’s Mental Health & Wellbeing Partnership Board Terms of Reference

1. Introduction

These Terms of Reference set out the membership, remit, and responsibilities of the Barnet Children and Young People’s Mental Health & Wellbeing Partnership Board.

2. Purpose and duty

The Partnership Board brings together representatives from across Children’s Mental Health and wellbeing services in Barnet to oversee the implementation of the Barnet Children and Young People’s Transformation Action Plan. The board will also oversee

transformation funding, and other related funds and grants, either Local Authority or NHS and agree and monitor spending plans.

The Transformation Action Plan supports a whole system approach, focusing on early intervention and improving access and is based on delivering the THRIVE model. The Board has a duty to assure delivery of:

- **Prevention and early help services** *led by London Borough of Barnet*
- **Outpatient CAMHS** *led by Barnet, Enfield and Haringey Mental Health Trust*
- **Acute pathways for crisis and assertive outreach** *led jointly by Barnet, Enfield and Haringey Mental Health Trust and the Royal Free London*
- **Specialist and Inpatient care** *led by the North Central London STP Programme with input from Barnet CCG*
- *Communication*
- *Effective involvement of young people in service design, development and improvement*

3. Membership

The Children and Young People's Mental Health and Wellbeing Board will include the following representation:

- Louise Miller – Barnet Health GP member with the lead for Mental Health (CCG)
- Jess Baines-Holmes - Director of Commissioning (CCG)
- Deputy Director of Transformation and Complex Projects (CCG)
- Senior Commissioning Manager – Children's Transformation (CCG)
- Chris Munday - Director of Children's Services (LBB)
- Tamara Djuretic - Director of Public Health (LBB)
- Brigette Jordaan - Assistant Director of SEND (LBB)
- Senior Programme Manager, Mental Health Lead (STP)
- CAMHS Operations Director (RFH)
- CAMHS Operations Director (BEH MHT)
- Associate Medical Director (BEH MHT)
- CAMHS Operations Director (TP)
- HealthWatch

Members are able to elect an appropriate Deputy (with delegated responsibility) to attend on their behalf.

Others will be invited to the meeting for specific areas of focus as required.

4. Chair

Chair will be Chris Munday – Director of Children Services (LBB)

Co-Chair to be confirmed at the meeting

Tasneem Anjary - Mental Health & Wellbeing Commissioner manage the agenda, papers and take meeting notes.

6. Frequency of Meetings

Meetings will last for 1.5 hours and will be quarterly

7. Authority

The Barnet Children and Young People’s Mental Health & Wellbeing Partnership Board will report to the Children’s Integrated Partnership (CYP ICP)/Children & Young People’s Partnership Board which has ultimate responsibility for the delivery of the Action Plan and the deployment of funding against it. The Partnership Board is not a decision making body, but it will make commissioning recommendations to the Children and Young People’s ICP.

The Joint Commissioning Executive Group oversees the Section 75 agreements between the Council and CCG.

The Health and Wellbeing Board provides joint oversight of the programme. In line with the Board’s priority of improving mental health and wellbeing for all through a life course approach, the Board will oversee the programme and ensure that the changes being proposed are embedded in the wider system.

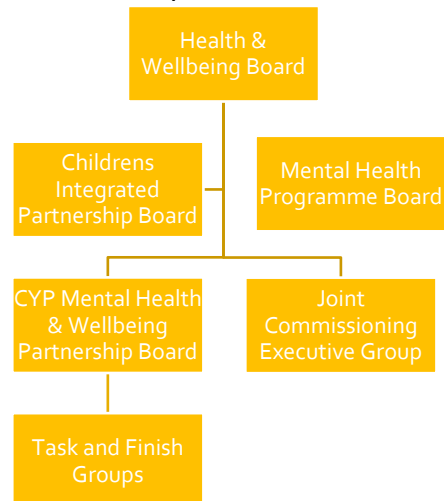
Reporting of Children and Young People’s Mental Health & Wellbeing Partnership Board
The Board will establish Task and Finish Groups and subgroups as appropriate including a mechanism for children, young people and family engagement and coproduction.

8. Conflicts of Interest


The Chair shall manage actual and potential conflicts of interest to ensure that recommendations are made and are seen to be made in an open and transparent way and will be dealt with in accordance with relevant organisational policy.

9. Review

These Terms of Reference will be reviewed annually.



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	<h2>Cabinet</h2>
Title	LPS blocks – Silk House and Shoelands Court and wider area, Strategic Outline Case
Date of meeting	14 November 2023
Report of	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes and Regeneration
Wards	Colindale South
Status	Public with accompanying exempt appendix - Exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information.
Key	Key
Urgent	No
Appendices	<p>Appendix A – Red line area</p> <p>Appendix B – Silk House and Shoelands Court Strategic Outline Case Public</p> <p>Appendix C – Instinctif and Partners Silk House and Shoelands Resident Engagement Report</p> <p>Appendix D - Silk House and Shoelands Court Strategic Outline Case (Exempt)</p>
Lead Officer	Susan Curran and Elliott Sweetman

Officer Contact Details

Elliott Sweetman, Group Director, Development & Property, Barnet Homes,

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Sally Potvin, Development Manager, New Build, Barnet Homes, sally.potvin@barnethomes.org

Susan Curran, Head of Housing and Regeneration, London Borough of Barnet,

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Summary

A paper was brought to Housing and Growth Committee in November 2022 identifying two estates in Barnet, where large panel system (LPS) blocks had been surveyed and structural concerns identified. The paper set out the Strategic Outline Case for an options appraisal and resident engagement strategy for two estates which contain Large Panel System (LPS) blocks. It was approved that residents would be engaged with and included in discussions as to what would happen next to the blocks. The two options were to remediate the blocks or to demolish and redevelop them.

The engagement process for this stage has now been completed and this report will summarise the results of the engagement process and recommend the next steps for the LPS blocks supported by the resident engagement process.

This report provides Cabinet with an update to the Strategic Outline Case reflecting the outcome of the engagement with regards to Silk House and Shoelands Court

This report, supported by a Strategic Outline Case (Appendix B) and the resident engagement report provided by Instinctif Partners (Appendix C), recommends that Cabinet approve that the option to redevelop Silk House and Shoelands Court is progressed to Outline Business Case stage.

In order to reach the Outline Business Case stage Cabinet is asked to approve that Barnet Homes commence procurement and the appointment of a design team, who will create a planning application to submit for approval. This will be done following the Barnet Group's procurement rules.

Given the redevelopment option is supported by residents, the council would like to ensure that as part of their brief, the design team explore the redevelopment of the estate in the context of the wider Colindale area to ensure a design approach that integrates with the neighbourhood, provides better connections, and reviews opportunities for improved social infrastructure and amenities to support residents and the growing population of Colindale.

Resident and stakeholder engagement will continue, this will now be led with the assumption that redevelopment will go ahead, that the existing properties will be acquired by Barnet Council and thereafter demolished in preparation or the redevelopment, subject to necessary permissions.

Recommendations

1. Note the results of the resident engagement exercise contained in the Resident Engagement Report (Appendix C).
2. Approve the option to progress the redevelopment of Silk House and Shoelands Court up to planning submission and Outline Business Case.
3. Note that this will be funded from the HRA 250 budget in accordance with the HRA 250 budget allocation as agreed at October 2023 Capital Strategy Board, and by the remaining One Public Estate budget.
4. Approve that Barnet Homes procure and appointment a design team within the approved budget to design a scheme up to planning submission for the redevelopment of Silk House and Shoelands Court, incorporating a study of potential enhancement opportunities in the wider area.
5. Approve the development of offers for the leasehold acquisitions and delegate approval of the offers to the Director of Growth in consultation with the Cabinet Member for Homes and Regeneration.
6. Approve the commencement of negotiations with leaseholders on the basis of the approved offers and delegate approval of the individual acquisitions to the Director of Growth.
7. Note that in the event that agreement cannot be reached a further report may be submitted to seek a resolution to commence a Compulsory Purchase Order.
8. Delegate authority to the Director of Growth to take the necessary action to appropriate the land if this is considered necessary.
9. Note the continuation of discussions with stakeholders within the wider area.
10. Approve the commencement of proactively moving tenants out of Silk House and Shoelands Court.
11. Delegate authority to the Director of Growth, in the execution of the above, to take account of the Equalities Impact Assessment which is to be carried out.
12. Note the Exempt report and Exempt Appendix D Strategic Outline Case

1. Reasons for the Recommendations

- 1.1 A paper was brought to Housing and Growth Committee in November 2022, recommending a course of action for two estates in Barnet where Large Panel System (LPS) blocks had been surveyed and structural concerns identified. It was approved that residents would be engaged with and included in the discussions as to what the next steps would be for their blocks.
- 1.2 This report is with regard to Silk House and Shoelands Court.

- 1.3 The November 2022 Housing and Growth Committee paper established that the condition of the blocks means that action is required before Summer 2025 in order for the council to satisfy its obligations as the landlord and building owner.
- 1.4 All the residents of both Silk House and Shoelands Court were contacted and informed that action was required. As part of the engagement strategy, they were invited to attend appointments with members of the Barnet Homes team to discuss the next steps and to give their opinions. Further information on the structure of the engagement process and the results are contained within Appendices B and C.
- 1.5 The engagement process for this stage has now been completed and the results demonstrate that residents have a clear preference for redevelopment of the two blocks. 69 out of the 93 occupied households responded to the engagement process. 9% of residents who responded would favour remediation of the block. 71% support redevelopment of the block and 20% were not sure and would like proposals to be developed further to help them understand what will happen.
- 1.6 This report therefore updates Cabinet on the outcome of the engagement exercise and seeks approval to progress a redevelopment option to Outline Business Case. This will include procurement of a design team, leasehold acquisitions, ongoing engagement with residents and public and private stakeholders to ensure integration with the wider area and development of the Outline Business Case, anticipated to be presented to Cabinet in Q4 24/25.
- 1.7 Cabinet is asked to note that this next phase of work will be funded from the HRA 250 budget. This budget was first approved by Policy & Resources Committee in 2019. The split of the budget and individual project allocations was updated at Capital Strategy Board on 31 October 2023 in line with the HRA business plan.
- 1.8 The budget is intended to provide funding for the project up to the approval of planning. The funding for the construction and delivery of the project will be subject to a future business case and funding allocation.
- 1.9 The recommendation to redevelop is also supported by the financial case for this project. To undertake the remediation of the blocks is estimated to cost upwards of £30 million. There is no budget currently identified to cover this work. The HRA 250 budget could not be used for remediation works as it could not cover all the necessary costs and it has been allocated to support the provision of new homes.
- 1.10 Remediation of the blocks would not be able to bring the existing blocks up to modern building standards and further works not included within the £30 million estimate would be needed in the medium term. This further supports the case for redevelopment of the blocks.
- 1.11 Initial estimates indicate that the site could provide an increased number of affordable homes, however this will be further tested in the next phase of work.

Strategic Case

- 1.12 A key priority within 'Our Plan for Barnet' is delivering quality, affordable homes, and in particular the ambition of delivering 1,000 homes at 50% of local market rent or lower. The redevelopment of Silk House and Shoelands Court is projected to increase the number of affordable homes available in the borough supporting the objectives of providing good quality affordable homes and reducing homelessness.
- 1.13 Delivering more affordable homes will support the growing housing need in the borough and also reduce the need to place households in temporary accommodation.
- 1.14 This recommended route will mean that the existing buildings are demolished, and a new development will be built. Residents will be required to vacate their homes in order for this to occur. Cabinet is asked to note the continuation of engagement with residents and also approve that residents start to be moved out of the blocks as the designs develop.

Decanting

- 1.15 It is necessary to start the moving process now in order that residents' requirements and preferences can be taken into consideration. The limited availability of appropriate housing stock means that not all residents can be moved within a short period of time. Cabinet is asked to approve proactively moving out residents so that this can happen as housing stock becomes available and thus improving the council's ability to find suitable accommodation to meet the needs of residents.
- 1.16 If the redevelopment does not progress for unforeseen reasons, and if remediation works becomes the preferred way forward, moving residents from Silk House and Shoelands Court is still the correct course of action as residents will still be required to move out from the buildings for approximately 18-months so that remediation works can take place. It is required that action is taken by Summer 2025 to meet the recommendations of the structural analysis and maintain resident safety.
- 1.17 Similarly, Cabinet is asked to approve that an offer for the leasehold acquisitions is developed and the approval of this is delegated for approval by the Director of Growth in consultation with the Cabinet Member for Homes and Regeneration. The offer will follow the principles of acquisitions on similar regeneration estates.
- 1.18 Cabinet is asked to approve that once a leasehold offer has been approved, that negotiations commence with leaseholders to acquire their properties by way of private treaty acquisition in accordance with the agreed offer. If an agreement is reached as a result of these negotiations, then it is recommended that delegated authority is given to the Director of Growth to enter into the private treaty with the individual leaseholders and acquire the leasehold interests of the properties. This will allow the council to conclude any negotiations in a timely manner and reach

an agreement that provides leaseholders with fair compensation for their properties and time to relocate, without the need for a compulsory purchase order.

- 1.19 If agreement for the sale of their properties cannot be reached, then a compulsory purchase order may be required. A further report will be submitted to Cabinet to make a resolution to commence a compulsory purchase order in these circumstances. The compulsory purchase order process can take approximately a year and significantly longer if a public enquiry is required. By engaging early in seeking to acquire by agreement, this will allow us to identify the potential requirement for a compulsory purchase order at an early stage to minimise delays to the scheme.
- 1.20 The early considerations of the area surrounding Silk House and Shoelands Court have shown that there are potential opportunities to improve the accessibility and infrastructure in the immediate area around the estate. Any proposals could benefit from alterations to the access routes to the area and from a potential direct access to the existing green space of Montrose Playing Fields. This report asks that Cabinet note that if the option to progress with design works is approved then this will include an element of investigation into the wider area to study these opportunities in more detail and to ensure that any design progressed is an enhancement of the wider Colindale area. The study of the wider area will be supported by additional funding from the One Public Estate grant which has already been secured.
- 1.21 The resident engagement has informed the decision that a ballot is not proposed for this scheme. A ballot is required for some developments when they are in receipt of GLA funding. This scheme does not have GLA funding at present and so does not require a ballot.
- 1.22 It is sometimes decided that regeneration projects should undergo a voluntary ballot but that is not thought to be appropriate in this instance. If GLA funding was awarded to this scheme in the future, the scheme would remain exempt from the requirement of a ballot as the known structural and condition issues with existing properties classes them as obsolete properties and this category of property is exempt from ballot requirements.
- 1.23 The purpose of a ballot is to establish the views of residents, this has already been done through the engagement work undertaken. Residents have expressed a clear preference for redevelopment and requested clarity on the next steps as soon as possible. A ballot vote would not provide further information and would delay the provision of clear decisions for residents.
- 1.24 Cabinet should be aware that to request a ballot at a later date would delay the progress of the design work and decision-making process. This is not in accordance with the wishes communicated by residents. It would also endanger the council's capability of taking action with the block by the Summer 2025 deadline.

2. Alternative Options Considered and Not Recommended

2.1 A summary of the alternative options considered but not recommended to Cabinet is provided below. The alternative options are set out in further detail in in the Strategic Outline Case in Appendix B.

Do Nothing

2.2 An alternative option is for the council to do nothing, this would mean that no action is taken to remediate the blocks or to redevelop them.

2.3 This option is not acceptable because it retains the LPS blocks as they are and would not meet the statutory health and safety obligations of the council as landlord and the associated health and safety risks.

2.4 It does not meet the needs or preferences of those living within the blocks or fulfil the council's duty as landlord.

Remediation Works

2.5 This option would retain the existing homes as they are but undertake the repairs and remediation works to bring them up to the minimum required standard.

2.6 This option was presented to residents as one of the options which could be considered. The majority of residents were not in favour of this option; out of the 69 households spoken to, only 9% identified remediation as their preferred option.

2.7 Residents would still need to leave their homes for approximately 18 months.

2.8 The works would be to bring the block to a minimum standard. They would not protect against future work requirements. It is highly likely that additional works will be required following the conclusion of the remediation works.

2.9 The works are disproportionately expensive in comparison to the improvements they will achieve.

2.10 There is no budget currently identified to provide these remediations and if this option was progressed then it would have a significant impact on the council's budgets.

2.11 Leaseholders would be required to pay for a proportion of the works. These costs are likely to be substantial and have a high impact on those who own homes on the estate.

3. Post Decision Implementation

3.1 On behalf of the council, Barnet Homes will procure a design team through a compliant procurement process following the Barnet Group's procurement rules.

- 3.2 The design team will create a design for the area.
- 3.3 The Local Planning Authority will be consulted throughout the process including through a formal pre-application. This will ensure that all possible steps are taken to ensure that a scheme is developed which is predicated to achieve planning permission.
- 3.4 An Outline Business Case will be brought to Cabinet for further approval before the planning application is submitted. This Outline Business Case will confirm the number of units which are proposed to be delivered if the planning submission is successful.
- 3.5 The Outline Business Case will also include information on the delivery options for the scheme and recommend a preferred delivery route to be developed further. The commencement of this delivery option will then be subject to a Full Business Case before any agreements or contracts are entered into.
- 3.6 Engagement with the local community will continue throughout the design process. This will include both discussions with individuals regarding their personal housing situation, as well as asking for their involvement in the design process to ensure that local resident's needs are taken into consideration. Secure tenants will have the right to return to a "like for like" home in any development that is completed. "Like for like" means that the new property will have the same number of bedrooms as the properties they currently occupy.
- 3.7 Direct negotiations with leaseholders will commence following the delegated approval of the leasehold offer by the Director of Growth. This will create an offer for leaseholders for the direct purchase of their homes by agreement.
- 3.8 Barnet Homes will work closely and flexibly with individual households to find suitable alternative homes for residents but If tenants are unwilling to accept the offers presented to them, then the council will procure legal advice and follow this advice to secure vacant possession of the tenanted units through the issue of the appropriate notices.
- 3.9 If negotiations to acquire the leasehold units by agreement are not successful, authority to commence a Compulsory Purchase order will be sought from Cabinet.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 Our Plan for Barnet 2023-26 is centred around being a council that cares for people, our places, and the planet:

- Under the Places priority the project will help to achieve the ambitions to deliver quality, affordable homes and to work in partnership with local people to ensure that changes make better places, that integrate well with surrounding areas.
- Under the Planet priority it will support our journey to net zero.

4.2 The project will also support the following themes of the council's new Housing Strategy:

- Prevent homelessness and support rough sleepers off the streets.
- Deliver the right homes in the right places.
- Ensure safe, sustainable council housing.
- Support living well by promoting healthy homes and wellbeing.

4.3 The redevelopment of Silk House and Shoelands Court will replace existing housing stock with units meeting modern building and sustainability standards and is projected to provide an increased number of affordable homes. This project will support all three of the objectives of caring for our people, places, and planet and in particular the ambition to deliver 1,000 homes at 50% of local market rents or lower.

Corporate Performance / Outcome Measures

4.4 The development will deliver an increased quantity affordable rented homes towards the council's 1,000 homes commitment.

Sustainability

4.5 The environmental impact of the project will be considered in further detail at Outline Business Case stage. The redevelopment of the blocks will support the council's sustainability strategy, including in relation to the areas identified below.

4.6 The aspiration of Barnet's emerging Sustainability Strategy is to build new social housing and to increase existing housing stock to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

4.7 The new Sustainability Strategy identifies that 58% of emissions within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock would struggle to reach the 'B' target rating in the case of Silk House and Shoelands Court. The redevelopment will provide housing that meets or exceeds the target efficiency rating.

4.8 Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.

4.9 These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

4.10 Barnet Homes closely monitors the evolving building regulations, in particular, the emerging Future Homes Standard and will update its Employer's Requirements accordingly to address, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

Corporate Parenting

4.11 No Corporate parenting issues or conflicts have been identified.

Risk Management

4.12 The main business and service risks associated with the potential scope for this project are noted below.

4.13 Stakeholder Engagement Risks

- Risk: **Residents are unwilling to engage with the engagement team.**
- Mitigations:
- Instinctif have already been appointed and involved in the engagement with residents. The level of engagement has been high. The team will continue to engage via a variety of different mediums in order to reach as many residents as possible. Should residents start to become disillusioned with the process then solutions such as the appointment of an independent tenant's advisor will be considered.
- The same principles of early engagement will be used in reaching any future stakeholders identified.
- Risk: **Support for the scheme starts to decrease.**
- Mitigations:
- early engagement has already commenced to ensure that residents remain aware and involved in the process and so that they understand the steps that have led to the decision that are made.
- Information will be clearly communicated to ensure that residents have what they need to form balanced, well-informed opinions.

4.14 Financial Risks

- Risk: **costs exceed the expected budget**
- Mitigations:
- Modelling will be undertaken on an on-going basis to take account of changes such as market values, development, and construction costs.

4.15 Delivery Risks

- Risk: **The Summer 2025 deadline for taking action with the building is missed.**
- Mitigations:
- Timely instructions from Barnet Council
- Ensure regular programme reporting is requested and monitored.
- Ensure that the correct approvals are in place to allow decisions to be implemented in good time.

4.16 Legal Risks

- Risk: **That there are title issues with the site and the Council does not have clean legal title.**
- Mitigations:
- Specialist legal advice will be obtained.
- Included in budget allowance.
- Risk: **Residents do not engage with staff and are unwilling to move out from or sell their homes.**
- Mitigations:
- Early engagement with leaseholders and the adoption of compulsory purchase order rules to encourage agreement without resorting to a formal compulsory purchase order.

Insight

- 4.17 Barnet has the second largest population of all London boroughs but has the 6th lowest stock of social housing.
- 4.18 There are growing pressures in terms of housing and homelessness in the borough. Barnet Council and Barnet Homes have worked successfully to reduce the number of households in temporary accommodation (TA) through a successful programme of homelessness prevention activities. This has resulted in the number of households in TA reducing from 2,936 in November 2016 to 2,076 in August 2022 (the lowest in 10 years). Since then, the number of households in temporary accommodation has been rising. At the end of November 2022, Barnet had the 9th highest number of households in TA across London.
- 4.19 The Housing Options team is projecting an increase in temporary accommodation this year as follows:
- 4.20 Overall, temporary accommodation – from 2,202 households in March 2023 to between 2,350 & 2,600 in March 2024.
- 4.21 Emergency temporary accommodation – from 374 households in March 2023 to between 680 & 918 in March 2024.

- 4.22 Thirty percent more homelessness applications were opened in 22/23 than in 21/22; and in Q3 and Q4 22/23, the number of applications opened was 50% higher than the same period in the previous year.
- 4.23 The recommendations within this report will help support the provision of high-quality affordable housing to assist with homing Barnet residents living in temporary accommodation.
- 4.24 The case to redevelop has been informed by data in relation to the resident feedback acquired by the engagement process summarised in Appendix C. It has also been informed by the financial case which indicates that redevelopment is likely to provide better value for money in the long term than remediation works due to the projected lifespan of the buildings.

Social Value

- 4.25 Ensuring the utility of existing assets and estates, supporting local needs by helping to provide suitable and safe accommodation for residents.
- 4.26 We will continue engaging with residents to ensure they are safe and supported through the decision process.
- 4.27 We will continue Involving residents with the decision process to ensure that they are empowered and involved in any decisions that are made.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 The funding for this project forms part of the larger HRA 250 Capital budget which was previously agreed at as part of the wider HRA business plan.
- 5.2 A revised budget allocation within the approved budget was agreed by Capital Strategy Board on 31 October 2023 as part of a review of the different project allocations within the wider budget. The allocated budget is sufficient to cover the steps required to achieve planning permission and complete the acquisition of the leasehold properties.
- 5.3 This is subject to procurement of the design team and the results of leaseholder negotiations. The budget for the next stage of works after planning will be approved at a later date by Cabinet alongside a business case. The budget for this is not currently included within the HRA 250 budget.
- 5.4 The budget for this stage of works up to planning is funded by borrowing but the team will seek to apply for grant funding should any become available for which the scheme is eligible.

- 5.5 In addition to the HRA budget, the project will utilise the One Public Estate funding secured to enhance the wider area around Colindale. The One Public Estate grant will fund feasibility costs such as investigations and discussions regarding the wider area surrounding Silk House and Shoelands Court.
- 5.6 Additional funding will be required for the delivery of this project should it progress to Outline Business Case and Full Business Case stages. This is because the remainder of the HRA 250 capital budget has been assigned to different projects. This future funding of the delivery of this project will be explored further at the future stages of this project.
- 5.7 No additional staffing requirements have been identified at this stage. Any requirements for future project funding or resourcing will be subject to further approvals.
- 5.8 The appointment of the design team will be tendered in compliance with UK public procurement legislation and the Barnet Group's contract procedure rules. Appointments will be made within the project budget and will not exceed it without further approval being sought.
- 5.9 If necessary, a bid request for additional funding will be presented to Capital Strategy Board and Cabinet for approval. There is no requirement for this foreseen at this stage.
- 5.10 Barnet Homes have established teams with the required experience to deliver this project. Barnet Homes manages the existing estate on behalf of London Borough of Barnet. They have successfully engaged with residents and leaseholders before, during and after works are completed. Barnet Homes are engaging with colleagues within the LBB regeneration team to understand the impact of the scheme on the wider area.
- 5.11 Barnet Homes will manage the project in accordance with the LBB project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.
- 5.12 No additional IT or property requirements have been identified.

6. Legal Implications and Constitution References

- 6.1 Under Part 2D of the Council's constitution, Cabinet is responsible for
- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council.
 - Monitoring the implementation of the budget and financial strategy.

- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council.
- Approving policies that are not part of the policy framework.
- Management of the Council’s Capital Programme.
- All key decisions - namely: an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.

6.2 A decision is significant for the purposes of above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

- award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules this may be done via the Procurement Forward Plan.

6.3 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

6.4 As a company owned by Barnet Council, Barnet Homes are subject to public procurement rules. Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, including the conduct of a compliant procedure in accordance with the principles of transparency, equality of treatment, fairness, and non-discrimination, as well as the placing of relevant public procurement notices.

6.5 A Compulsory Purchase Order may be required if leaseholders are not willing to vacate their properties. This will be subject to further Cabinet approval.

7. Consultation

7.1 As per the previous Housing and Growth Committee approval, the last period of works focused on informing the residents of Silk House and Shoelands Court on the options that are under consideration for the estate and gathered their opinions about the proposals.

7.2 A full resident engagement report undertaken by Instinctif is attached at Appendix C.

7.3 The report shows that the strategy to contact residents was highly effective with 74% of residents spoken to.

- 7.4 Of those spoken to who were happy to share an opinion 71% were in favour of redevelopment.
- 7.5 Of those spoken to who were happy to share an opinion 9% were in favour of remediation.
- 7.6 Of those spoken to who were happy to share an opinion 20% were unsure and wanted more information including on what would be built in the case of redevelopment and what housing would be offered to them. This information cannot be provided until the project progresses.
- 7.7 These results clearly show that redevelopment is the preferred option to be progressed and that the majority of residents have understood and engaged in what is happening to their homes.
- 7.8 To progress with redevelopment would meet the preference expressed by those who expressed a preference of redevelopment and those who wanted more information to be produced. This equates to 91% of those who engaged with the process.
- 7.9 To progress with remediation would meet the preference expressed by those who expressed a preference of remediation and those who wanted more information to be produced. This equates to 29% of those who engaged with the process.
- 7.10 The figures for engagement include the responses of both council tenants and resident and non-resident leaseholders.
- 7.11 There are eight properties occupied by private tenants within the two blocks. These residents were included in all communications and fully involved in the engagement process, however, their preferences for the next steps forward were not included in the statistics of the report. There is a need for all residents to move out of the properties whichever option is progressed. This will likely lead to the ending of private tenancies either way. Additionally, their inclusion creates confusion over the level of engagement as two different representatives would be counted for one property. Private tenants will continue to be included in all engagement events and will be provided with advice and information by Barnet Homes staff.
- 7.12 This engagement will continue as part of any future route that is chosen to progress the scheme.
- 7.13 The principles followed for the consultation were in line with the Mayor of London's best practice guidelines, a description of which and its application is contained in Appendix C.
- 7.14 There is no GLA funding allocated to this project, nor is there funding from any other sources, although funding may be applied for closer to the delivery of the new development.
- 7.15 There is no requirement to undertake a ballot in order to progress with the option to redevelop Silk House and Shoelands Court because there are no funding requirements.

- 7.16 Additionally, the existing homes are considered to be obsolete under the GLA's funding definitions due to the structural issues and so would be excluded from any such requirements.
- 7.17 It could be considered that a ballot be undertaken voluntarily, however, this is not thought to be in the best interest of residents. Feedback has clearly shown a preferred option and residents have asked that they receive timely information and certainty over the future of their homes. This information and certainty could not be offered until a ballot was undertaken and concluded.
- 7.18 The engagement undertaken and proposed for the next stages of the project aims to incorporate all the engagement stages of a ballot, other than the ballot vote itself. It is therefore thought to be sufficient and in line with best practise as the benefits of the ballot process are being achieved without the impact on the programme that the formal ballot process would have.
- 7.19 It is not proposed that a ballot will be held for this site, and it should be understood that requesting one at a later date will negatively impact residents and limit the possibility of achieving the July 2025 deadline.
- 7.20 Engagement with residents will continue both to ensure that they are kept informed about how their existing homes are affected and also to involve them in the design process for their future homes.

8. Equalities and Diversity

- 8.1 Under the Equality Act 2010, the Council must have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
 - b) advance equality of opportunity between those with a protected characteristic and those without.
 - c) promote good relations between those with a protected characteristic and those without.
- 8.2 The 'protected characteristics' referred to are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.
- 8.3 The Council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.

- 8.4 The project team will take a proportionate approach to equalities, and this will be refined in the Outline Business Case, at which point a full Equalities Impact Assessment (EqIA) will be completed. This will be updated at the Full Business Case stage and as the project progresses.
- 8.5 It is not envisaged that there will not be any disproportionate impact on any individuals or groups as a result of the implementation of the approvals recommended within this paper.
- 8.6 The engagement process was planned to ensure as many people were reached as possible. Actions to reach people included:
- 8.7 Drop-in sessions at different times including evening and weekends, drop ins held at Silk House and Shoelands Court to ensure they were close to people's homes. email responses and phone appointments made available. Translation services available and appointments open to friends and relatives of residents to support their relations.
- 8.8 Materials accessible both online and by post.
- 8.9 Door knocking and home visits to ensure that everyone was aware and able to access support.
- 8.10 The successful application of this is demonstrated by the high engagement rates thus far.

9. Background Papers

Housing and Growth Committee, 6 January 2020, Housing Revenue Accounts Business Plan

[Agenda for Policy and Resources Committee on Monday 6th January, 2020, 7.00 pm \(moderngov.co.uk\)](#)

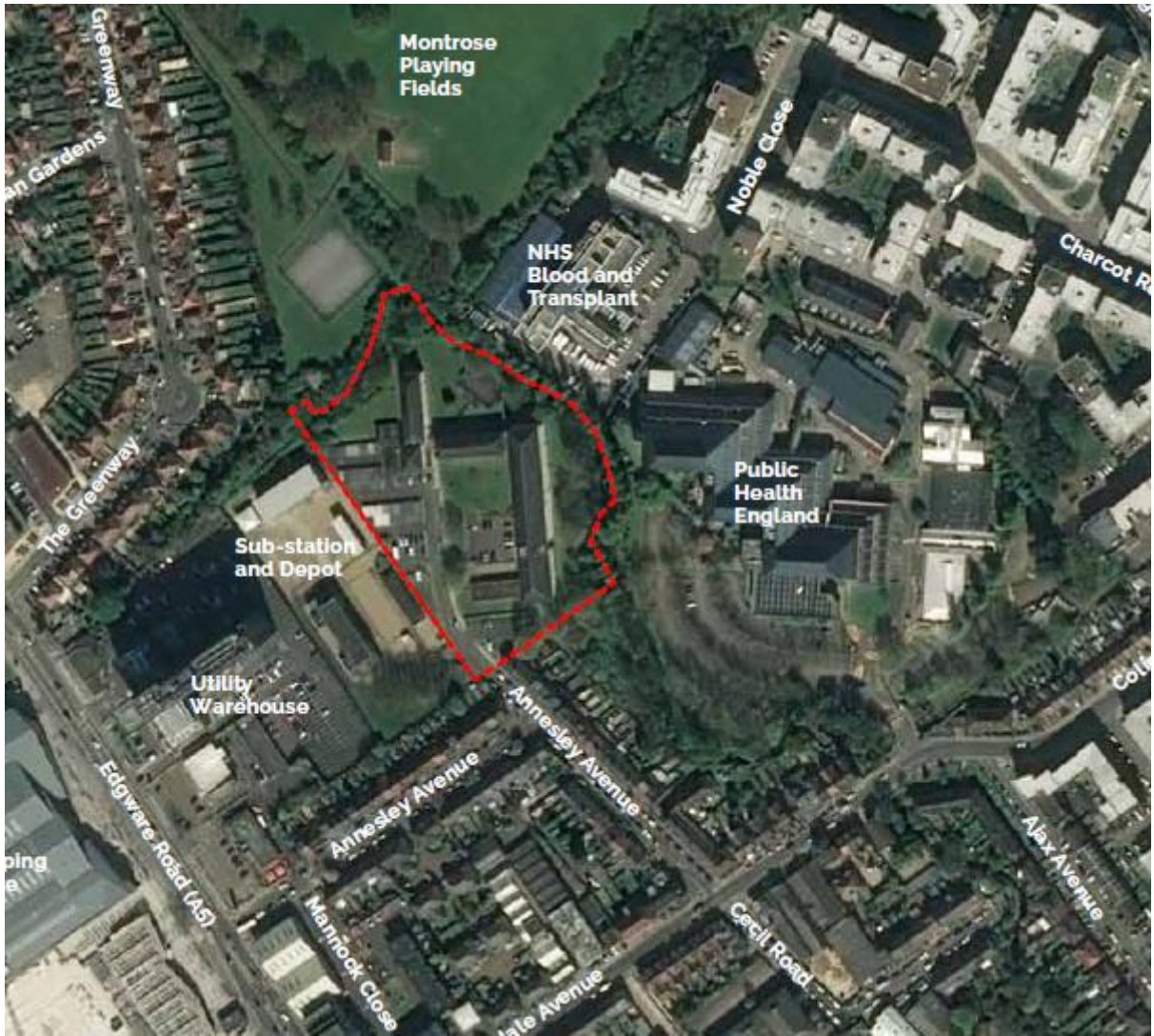
Policy and Resources Committee, 19 February 2020, Business Planning 2020-25 and Budget Management 20/21:

[Agenda for Policy and Resources Committee on Wednesday 19th February, 2020, 7.00 pm \(moderngov.co.uk\)](#)

Housing and Growth Committee, 16 November 2022 – Large Panel System Block Analysis.

[Agenda for Housing and Growth Committee on Wednesday 16th November, 2022, 7.00 pm \(moderngov.co.uk\)](#)

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Silk House and Shoelands Court, Strategic Outline Case - Public

Name:	<i>Sally Potvin</i>
Job Title	<i>Development Manager</i>
Date:	<i>14 November 2023</i>
Service / Directorate:	<i>Barnet Homes</i>
Version	<i>3</i>

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1. Introduction

Extensive structural investigations of blocks constructed using the Large Panel System (LPS) technique revealed that major remedial works and therefore capital investment was required on two blocks of flats, these blocks are Silk House and Shoelands Court in Annesley Avenue NW9.

This report is the strategic outline case for Silk House and Shoelands.

Structural investigations determined that the blocks did not meet current required standards of structural integrity and significant remediation works were recommended in the medium term. To address the issues in the immediate to short term, recommendations were also made for mitigation measures and these works were completed at Silk House and Shoelands in 2020. The short-term works included replacing heating systems to enable a disconnection of piped gas to the blocks, enhanced fire safety measures and perimeter protection.

The study concludes that both blocks require significant further capital investment to undertake structural strengthening work. Expert recommendations are for this work to be started by Summer 2025 for Silk House and Shoelands. Estimated costs for the remedial works, consequential expenses and other likely works are circa. £30m.

An options appraisal was brought to Housing and Growth Committee in November 2022. It was approved that engagement would take place with the tenants and leaseholders to explain the reasons works are necessary and the options being considered.

The consultation has now been undertaken and resident feedback was collected. This paper will set out the proposed next steps for Silk House and Shoelands. These next steps will ensure that action is taken before the deadline to take action of Summer 2025.

There are site constraints which may require and benefit from adjacent land assembly to improve estate access. This could provide an opportunity to link any redevelopment into improvements for the wider Colindale West area. This is being led by the council to achieve its wider strategic aims of improving local social infrastructure, green routes, commercial opportunities and a larger and wider housing offer to serve Colindale.

The carefully designed engagement process has ensured that residents' views were heard, and they have been included in the decision-making process leading to a choice on the solution that Barnet Homes and the council ultimately proceed with.

In order to progress with the next steps, resident engagement will continue with a greater focus on creating offers and finding alternative accommodation for residents for the duration of the works.

A design team will also now be procured and appointed in order to bring forward the preferred option of redevelopment.

2. Business Drivers

Following the Grenfell Tower fire, Barnet Homes undertook an analysis of its large panel system (LPS) blocks. This study identified several blocks that were in need of structural remedial works. Two of the identified blocks were Silk House and Shoelands Court in NW9 where investigations determined that the blocks did not meet current required standards of structural integrity and significant remediation works were recommended in the medium term. To address the issues in the immediate to short term, recommendations were also made for mitigation measures and these works were completed in 2020.

It was ascertained that it would not be necessary for these blocks to be decanted immediately for the safety of residents and that residents could remain in the blocks for the immediate future provided short term mitigation works were completed. However, it did state that remedial structural works would be required in the medium term and that all residents would have to be temporarily rehoused for approximately 18-months whilst works were completed. In this instance the work will need to be started by Summer 2025. This deadline is approaching and so it is now necessary to choose a path of action.

The high cost of works led to the decision that it would be prudent to explore the alternative options available as alternatives to remediation. The November 2022 Housing and Growth approval authorised that the two most viable options of remediation or redevelopment should be presented to residents so that they could be involved with all of the steps and decision-making process that leads to the eventual outcome for the LPS blocks.

This Strategic Outline Case sets out how the preferred option of redevelopment can be taken forward in order to ensure that the LPS block issues are resolved, and the Summer 2025 deadline is not missed.

3. Intelligence and Insight

LPS methods of construction using concrete panels that were manufactured off-site were promoted in the 1960s as modern methods of construction that were less expensive and less labour intensive, thereby delivering multi-storey blocks in shorter timescales.

The lessons that local authorities and landlords continue to learn following the tragedy at Grenfell Tower have served to spotlight the potential shortcomings of this type of construction and there can be no debate over whether action should be taken, it is simply a matter of which course of action.

The resident engagement exercise undertaken has clearly identified that a clear majority of residents would favour the redevelopment of the blocks rather than a course of remediation. This opinion was held by both residents and leaseholders.

As mentioned, the remediation costs for the works would be significant. Leaseholders would likely be responsible for a proportion of these costs. Many leaseholders spoken to were concerned about the impact such costs would have on them. The issues identified with the blocks make them potentially very difficult to sell, leaving leaseholders with very few options. A redevelopment of the site will provide them with a fair and justified offer for the sale of their properties. Whilst it is still recognised that this will still be a difficult time for leaseholders, it is felt that redevelopment meets the majority of leaseholder interests better than the other options and this is reflected in their comments from the engagement process.

Tenants are also being negatively impacted by the problems with the blocks and do not have the option of changing properties. Whilst a remediation of the blocks would address some of the issues, it would not bring the blocks up to a modern build standard. Residents would still be disrupted by the move from the properties and would then return to their original flats and potentially be faced with more works upon their return. The development option will give tenants the chance to return to the site of Silk House and Shoelands and move into a new build property that they were involved in the design process to create. This is the preferable option identified by tenants.

3.1 Silk House and Shoelands Court – Silk House and Shoelands Estate, NW9

Existing Estate

There are 97 existing properties on the existing estate and 110 existing car parking spaces across the 1.3 hectares area. These properties were identified as needing structural works as a result of the LPS construction of the building. There are 69 flats in Silk House and 28 in Shoelands Court. There are four void properties and so the engagement process refers to the 93 occupied homes.

The nearest tube station is Colindale, which is on the Northern Line, this is 10 minutes' walk to the east of the site. In addition, the site is also under a 10-minute walk to Edgware Road, where there are several bus services providing access to Kilburn, Watford Junction, Sudbury Town, Kingsbury Circle and Stanmore.

The estate is sited next to Montrose Playing Fields but at present does not have direct access to this amenity space. A new development could provide the opportunity to work with the environment agency and other stakeholders and open up a direct access to the park. This could greatly enhance the estate and provide residents with a valuable amenity resource whilst also opening up this area of Colindale to create a more cohesive area. This is an option that will be explored as part of the design works.

Vehicles can access the site via a single access point from Colindale Avenue and onto Annesley Avenue. Annesley Avenue is a one-way road and so to leave the estate vehicles must follow the one-way system back out and then onto the A5. There is a point when entering the estate where vehicles coming into the estate must navigate vehicles turning right to leave the estate. This is not an ideal access arrangement as is and would require

some consideration during any construction works. It could also become a site constraint if extra properties were to be added to the estate and no alterations were made to the existing system.

There are shops and local facilities located on Edgware Road with smaller local shops along Colindale Avenue to the south.

There are 79 tenanted properties on the estate but four of these are currently void. There are 18 leaseholders. Eight of these are non-resident leaseholders who have rented out their properties to private residents.

Existing Tenure mix:

Tenure	Silk House	Shoelands Court	Totals
Secure Tenant	57	18	75
Leaseholders	8	10	18
Void	4	0	4
Total per block	69	28	97

In addition to the above residents, there are eight known private residents living in the non-resident leaseholder properties. They were also spoken to as part of the engagement process and were able to express their opinions and be kept up to date with the proposals for the estate.

Required remedial works

Silk House is five storeys high and is considered to be a medium risk as a result of the LPS construction, for this reason the piped gas installation to this block was disconnected in 2019.

The Silk House and Shoelands estate has been deemed to require significant structural remediation. The flats also require significant repair and maintenance works and carbon reduction works in addition to the structural works and such work would sensibly be combined with the structural works whilst the blocks were vacant. The cost of all works these items is estimated to be in the region of £30m. A full decant of the two blocks will be required for approximately 18 months. These significant costs have led to an analysis of the available options on how to proceed. Due to the condition of the existing buildings any course of action chosen will need to commence by Summer 2025.

The costs for the works were quoted prior to the consultation exercise and so are likely to have risen since then and so the total budget for the works is likely to be in excess of £30m.

The £30m estimate is an early and conservative estimate and subject to change following further investigation. This will include additional survey work and tender returns from any proposed contractors. The costs may also be affected by the current economic climate which is unusually volatile at present.

The vast majority of the total costs are currently unbudgeted within the council's planned long-term maintenance budgets and asset management plans.

November 2022 Housing and Growth Committee decisions and implementation

In November 2022 the Housing and Growth Committee approved that the residents of Silk House and Shoelands Court should be engaged with so that they could be involved and understand what was being proposed for the estate.

Barnet Homes appointed an independent consultant to assist with the engagement process. All residents were invited to discuss the proposals and the options that were being considered. They were invited to give feedback, and this was recorded. The results of this feedback are included in the report that Instinctif produced which is attached at Appendix C.

All of the residents of the estate were contacted by letter and invited to make an appointment to speak with the Barnet Homes and Instinctif teams. Attempts were also made to reach residents by other means, including by telephone, email, door knocking and follow up letters. Meetings were held at a variety of times including evenings and weekends to ensure that as many people as possible could be reached.

It was explained to residents that the two options proposed for Silk House and Shoelands:

- Remediation
- Redevelopment

It was explained to residents that both options would require that they leave their existing properties whilst work was undertaken. All secure council tenants were told that in the case of either option progressing, they will have the right to return to the estate. Either, to their previous home if the remediation works are done or to a new home of with the same number of bedrooms as their existing homes.

The majority of residents spoken to stated that their preferred option was that the blocks should be redeveloped. This option was preferred by 71% of residents. This option is now being taken forward as the preferred option.

In order for this option to be progressed, authorisation is being sought from Cabinet to procure and appoint the design team, to begin finding alternative homes for tenants and to acquire the leasehold properties through a leasehold offer and private treaty.

Decant strategy

Prior to the works period tenants will have private meetings and detailed discussions with Barnet Homes officers. This will inform the alternative housing that they will receive. An overview of the likely next steps was discussed with residents during the resident engagement meetings. A more detailed case by case analysis is proposed for the next stage of the process.

Details of each household's requirements will be collected, and subsequent offers made. The decant period is significant and residents were warned that it could be several years from the initial tenant appointments until they are able to return. It is envisaged that some residents may not wish to move back again at the conclusion of this period. However, all secure tenants will retain the right to return to the area of Silk House and Shoelands once works are complete.

It is hoped that suitable homes can be found for all residents and that they agree to move out of Silk House and Shoelands, however, due to the need for residents to move out for their own safety, it may be necessary to serve legal notice to residents to ensure that they leave the properties so that action can be taken before Summer 2025. Legal advice will be sought on this should notices be required.

The redevelopment of the estate will require the purchase of the 18 leasehold flats. An estimate for the purchase of the properties has been included in the proposed budget.

The initial engagement has indicated that leaseholders are concerned about the significant sums that they have already had to contribute towards the health and safety related compliance works on the estate in recent years. A reasonable position with regards to any historic charges to leaseholders under the terms of their lease will need to be reached as part of the offer presented to leaseholders.

The initial response from the majority of leaseholders has been positive towards the redevelopment of the estate. Several indicated that it would be hard for a prospective buyer to obtain any finance against purchasing a flat on the estate due to the structural issues. This impact on their inability to sell their property should they want to, combined with the prospect of high leasehold charges meant that redevelopment was the preferred option for many.

However, it should be noted that this was not unanimous, some leaseholders, particularly those who lived in their homes rather than renting them to others, felt that they would struggle to purchase a similar alternative. These concerns will be addressed in the future discussions to be held to formulate an offer for the leaseholders.

It is hoped that suitable agreements can be reached for all leaseholders and that they agree to sell their properties. However, due to the need for residents to move out for their own safety, it may be necessary to serve a compulsory purchase order should they indicate that they not be willing to accept an offer or move from the property. This will be subject to a future Cabinet approval, should it become necessary.

4. Options Considered

4.1 Options ruled out

Do nothing

This option retains the LPS blocks as they are without pursuing either remediation works or redevelopment works. This option is not considered to be viable due to the statutory health and safety obligations of the council as landlord and the associated health and safety risks.

4.2 Options for consideration

This Strategic Outline Case (SOC) seeks to identify the options available for how to progress with resolving the technical issues faced at these LPS blocks. Two options for the course of action remain the same as they were at the previous approval stage presented to Housing and Growth committee in 2022. The difference now being that the opinions of residents have been collected and taken into account when making a recommendation of what to do next.

- **Option 1** – Remedial works
- **Option 2** – Redevelopment

Option 1 – Remedial works

This option would retain the existing homes as they are but undertake the repairs and remediation works to bring them up to the minimum required standard. This option was presented to residents as one of the options which is under consideration.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Would enable residents to return home. • Would buy an estimated extra 30 years lifespan to the stock. 	<ul style="list-style-type: none"> • Funding of in excess of £30m required to rectify the issues with the existing buildings, currently not accounted for within the HRA. • Residents will need to be decanted and provided with alternative accommodation to allow for repair works to be undertaken. • Potential high-cost burden to leaseholders • Would only achieve limited estate benefits from the wider area. • Residents indicated that they were not in favour of this option.

Option 2 – Redevelopment

This option would redevelop the areas where the blocks are currently located. This would require all existing residents to be rehoused so that the blocks could be demolished, and a new development built. This option was presented to residents as one of the options which is under consideration.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Additional affordable housing units created and owned by Barnet Council delivering future rental income into the HRA. • Help to meet the Labour manifesto commitment of 1,000 new affordable homes. • Would mitigate technical health and safety issues and avoid cost of remedial works. • Opportunity to make estate improvements. • Homes would be replaced with high-quality, sustainable accommodation to modern construction standards. • Secure tenants will have the option to return to a like for like property upon completion of the build. • Residents indicated that this was their preferred option. 	<ul style="list-style-type: none"> • Pressure on the HRA to fund the scheme. • Permanent decant and acquisition of the leaseholds in the existing blocks, may cause local opposition. • Market conditions will make viability a challenge.

4.3 Consultation on Options

Instinctif partners put together a comprehensive engagement plan to inform residents about the two available options for their homes. This engagement process followed best practise guidelines. The council published a statement of community involvement, most recently updated in 2018. This process would normally occur in the period directly leading up to a planning submission. However, it was decided that residents would benefit from early engagement in this case.

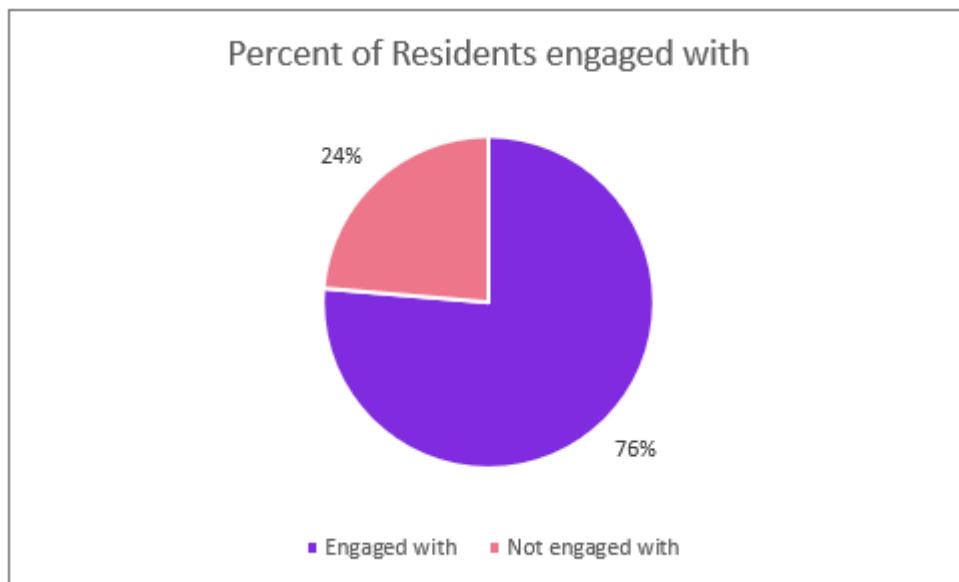
The engagement with residents supports the LBB policy that any new developments should be designed “in partnership” with residents.

The engagement process was also informed by the Mayor of London’s Good Practice Guide to Estate Regeneration 2018, following the four key principles of ensuring that the engagement programme is: transparent, extensive, responsive, and meaningful. Further details of how this can be done are included in section 3.6 of Appendix C.

The central themes of both the policies of Barnet council and the Mayor of London were central to the engagement process to ensure that the needs of residents were promoted as the highest priority in the process.

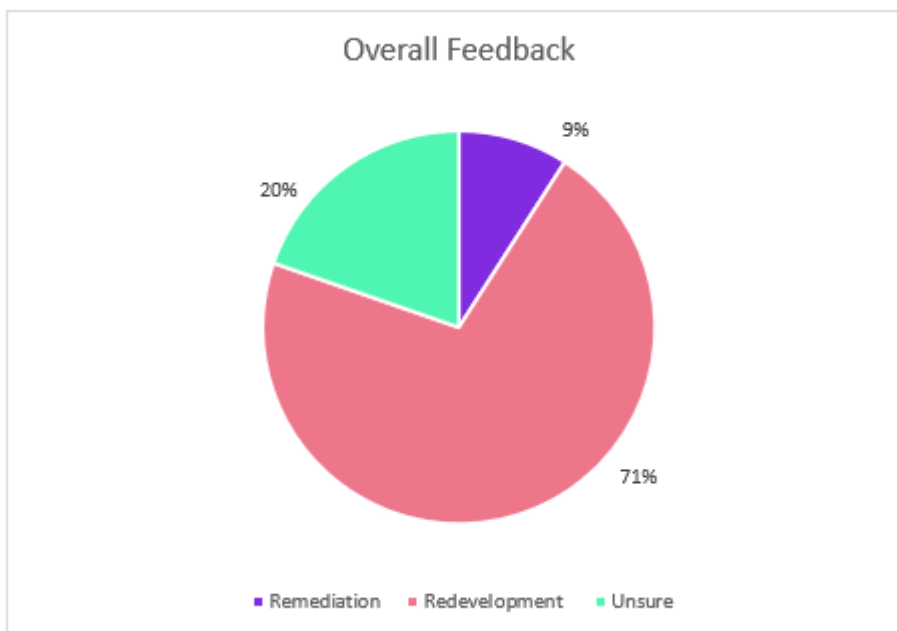
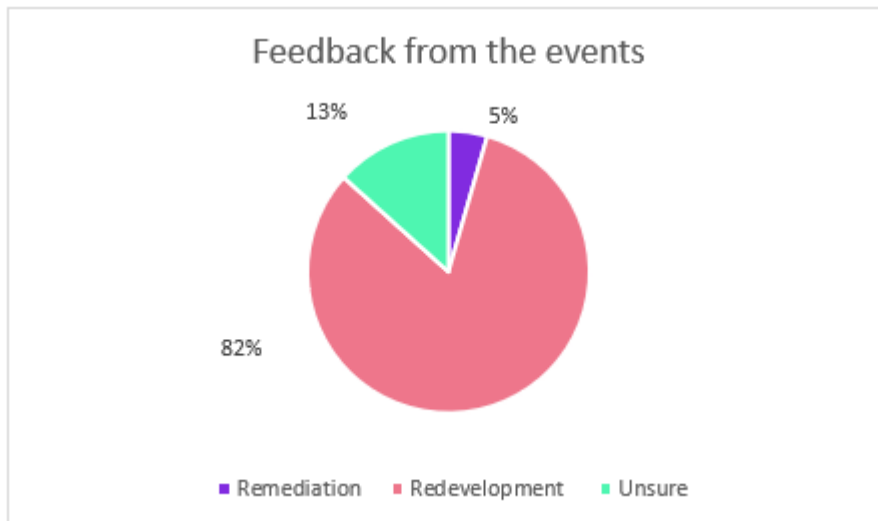
The resident first approach was launched with an initial letter to all residents in June 2023. This initial letter aimed to be transparent from the outset and provided a summary of the two options for the estate. Residents were offered a choice of dates to attend an appointment-based event with Barnet Homes staff and members of the Instinctif team. The letters were hand delivered to ensure safe delivery. This was followed up with a door knocking exercise three weeks later and a follow up letter. The door knocking ensured that 33 households were spoken to in person to ensure they were aware of the event.

47 households attended the events in person, this is over 50% of the occupied properties and is considered to be a high rate of physical attendance. Additional households who were unable to attend were contacted by email, phone or spoken to in their own homes. When these numbers are taken into account the engagement process led to direct interaction with 76% of occupied households.



Feedback was first captured in person at the events and then subsequently across all the feedback types received.

This approach was taken to ensure that all residents had a chance to express their options given that some demographics may have a preference for different methods of communication. The results of both sets of data show a clear preference for the option of redevelopment.



The most frequent comments and questions raised by residents are captured in Appendix C. These queries were answered where the answers can be known at this time. Where the questions require the project to progress in order for answers to be given, these questions will help to form the basis for the next phase of consultation.

Understandably one key area of questioning and concern was in regard to what all of this will mean for the residents and their households. They want to know what will happen to them, where will they be living and when will the next steps take place. This supports the proposals that the next steps are moved forward with, and a preferred option progressed so that more details are known.

The engagement process has identified redevelopment as the resident's preferred option and therefore it is the recommendation of this strategic outline case that design proposals

are progressed and the conversations with residents are continued in order that resident questions and concerns are addressed,

5. Analysis - Five Theme Model

As this is a Strategic Outline Case, the preferred option has not yet been fully developed. More detail of the proposals will be included in the Outline Business Case and an analysis of how it meets with the five-case model will be provided at that stage.

The OBC will be prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, which comprises the following key components:

- the **strategic case** section – this sets out the strategic context and the case for continuing with the preferred option.
- the **economic case** section – this demonstrates that the Council has identified potential ways forward for delivering the project with the intention to optimise value for money (VFM) based on the optimum delivery solution.
- the **commercial case** section - this defines what the potential solution will look like.
- the **financial case** section – this highlights the proposed funding and solution for delivering the project.
- the **management case** section – this demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

Strategic Context

Our Plan for Barnet 2023-26 is centred around being a council that cares for people, our places, and the planet:

- Under the Places priority the project will help to achieve the ambitions to deliver quality, affordable homes and to work in partnership with local people to ensure that changes make better places, that integrate well with surrounding areas.
- Under the Planet priority it will support our journey to net zero.

The project will also support the following themes of the council's new Housing Strategy:

- Prevent homelessness and support rough sleepers off the streets.
- Deliver the right homes in the right places.
- Ensure safe, sustainable council housing.
- Support living well by promoting healthy homes and wellbeing.

The redevelopment of Silk House and Shoelands Court will replace existing housing stock with units meeting modern building and sustainability standards and is projected to provide an increased number of affordable homes. This project will support all three of the

objectives of caring for our people, places and planet and in particular the ambition to deliver 1,000 homes at 50% of local market rents or

The council is also currently reviewing and implementing the Housing Strategy, The Homelessness and Rough Sleeping Strategy, The Housing Allocations Scheme and the Tenancy Strategy. The strategy for Silk House and Shoelands Court blocks will take these existing and emerging policies and strategies into account.

6. Summary of Key Risks

A risk assessment has been undertaken and involved the following distinct elements:

- Identifying all the possible business and service risks associated with each option.
- Assessing the impact and probability for each option.
- Calculating a risk score.

This is in line with the LBB corporate Risk Management Strategy, which uses the following matrix score risks:

I M P A C T	Score:		PROBABILITY				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost certain
5	Catastrophic	5	10	15	20	25	
4	Major	4	8	12	16	20	
3	Moderate	3	6	9	12	15	
2	Minor	2	4	6	8	10	
1	Negligible	1	2	3	4	5	

Risk	Controls and mitigations in place	Impact	Likelihood	Risk Score
Consultation				

There is a risk that residents will not want to move	<ul style="list-style-type: none"> • Appointment of an experienced communications consultant • Early engagement with residents • Provision of clear and accessible information 	3	4	12
There is a risk that existing residents, local councillors and other stakeholders not supporting the scheme.	<ul style="list-style-type: none"> • Early engagement with residents has taken place and will continue. • Instinctif have been appointed as communication consultants. • In addition, consider the appointment of an Independent Tenant and Leaseholder Advisor (ITLA) • Clear concise information should be circulated to residents and stakeholders 	4	2	8
There is a risk that if redevelopment progresses, then a ballot may be required	<ul style="list-style-type: none"> • The proposed development does not meet the criteria for a ballot. • Engagement with residents to explain the available options. • A clear consensus has been obtained demonstrating that development is the preferred option and that a ballot would have a negative impact on residents by delaying a clear course of action being communicated to them 	3	3	9
Financial				
There is a risk that the budget for the remediation works cannot be obtained	<ul style="list-style-type: none"> • The progression of the redevelopment option alleviates this risk as a remediation budget will not be required 	2	4	8
There is a risk that if redevelopment is progressed and the costs exceed the expected budget	<ul style="list-style-type: none"> • Modelling will be undertaken on an on-going basis to take account of changes such as market values, development and construction costs. • Alternative funding options are also being explored. 	4	3	12
Delivery				
There is a risk of delay to project delivery.	<ul style="list-style-type: none"> • Timely instructions from Barnet Council • Regular monitoring of the market conditions • Compare programme to BCIS benchmarks of similar projects. • Ensure regular programme reporting is requested and monitored. 	4	3	12
There is a risk that action is not taken before the deadline of Summer 2025	<ul style="list-style-type: none"> • Early engagement with the market and soft-market testing • Use of frameworks • Careful monitoring of the programme 	3	2	6
Legal				
There is a risk of title issues with the site at the Council	<ul style="list-style-type: none"> • High level title and site constraints reports have been prepared by HBPL. Barnet Homes/Capita Estates conclude there are no concerns with the 	4	2	8

does not have clean legal title.	<p>legal title that would deem the site undevelopable,</p> <ul style="list-style-type: none"> • HBPL have been instructed to undertake an update of the site constraints reports. 			
There is a risk that a Compulsory Purchase Order is required to obtain vacant possession.	<ul style="list-style-type: none"> • Specialist legal advice will be obtained. • Included in budget allowance. • Early engagement with leaseholders and the adoption of CPO compensation rules to encourage agreement without resorting to a CPO. • An authorisation from Cabinet will be requested to ensure that all due diligence is undertaken prior to any CPO implementation. 	4	3	12

7. Project Finance

The funding for this project forms part of the larger HRA 250 Capital budget which was previously agreed at as part of the wider HRA business plan.

A revised budget allocation within the approved budget was agreed by CSB on 31 October 2023 as part of a review of the different project allocations within the wider budget. The allocated budget is sufficient to cover the steps required to achieve planning permission and complete the acquisition of the leasehold properties. There is also funding secured through One Public Estate which will be used to fund the study of the wider area around Silk House and Shoelands Court.

A budget has been allocated to this scheme to cover the project stages up to achieving a planning permission and the leasehold acquisitions and home loss payments. It does not cover the stages of work beyond planning.

The estimates for the next stage of works will sit within this budget.

There will be a further budget requirement needed in order to deliver the proposed redevelopment. The HRA 250 Capital budget will fund this project up to planning approval, but the further funding of this project will not be covered by this budget as the remainder of the budget has been allocate to other projects. The options for delivery and funding will be presented at Outline Business Case stage. This will be informed by the planning application once it is known what volume of development is likely to be delivered on the site.

The cost of redevelopment cannot be known without undertaking further design work. Further analysis will be made if this could be funded through the HRA or delivered by Opendoor Homes or borrowing. Alternatively, it may be that a development partnership proves to be the preferred option. Cabinet will be asked to review and approve the progression of a delivery option at the next approval stage.

8. Procurement

Barnet Homes appointed Instinctif Partners to undertake an initial engagement plan. They are also appointed to assist with the engagement with residents. They were appointed in accordance with Barnet Homes procurement rules.

A design team will now be appointed to produce a design up to planning submission. This will then be submitted to planning following the approval of an Outline Business Case, this approval proceeding the submission will ensure that a viable delivery model has been identified and approved by Cabinet.

The design team will be appointed by Barnet Homes in accordance with their procurement rules. The appointments will not require for delegation for approval as per the Barnet Group's procurement rules.

It is proposed that a framework is used for the higher value appointments such as the architect to minimise the time required for the procurement process and ensure delivery of the project in order to meet the Summer 2025 deadline.

9. Programme

It is anticipated that the design development will take approximately one year. During this time engagement will continue with residents and offers of alternative accommodation will be made to tenants. Offers for the purchase of their properties will be discussed and ideally agreed with leaseholders. There is a risk that the programme will be extended should it become apparent that a compulsory order is required. This concern is being addressed by early consultation.

Should it become apparent that a compulsory purchase order is required then it will be served as early as possible to allow the process to conclude in good time.

Silk House and Shoelands

Completed November 2022	Current November 2023	Projected January 2025	Projected April 2025
<ul style="list-style-type: none"> • SOC for LPS block consultation presented to HAG committee. • Development of community engagement plan 	<ul style="list-style-type: none"> • Cabinet approval of the SOC for the redevelopment of Silk House and Shoelands • Commencement of the Procurement of a design team 	<ul style="list-style-type: none"> • OBC approval sought to submit the planning application. • Approval sought for the preferred delivery option 	<ul style="list-style-type: none"> • Planning achieved. • FBC approval requested to deliver the scheme

10. Customer engagement Next Steps

The engagement of residents will again form a crucial part of the next steps for this project. It is helpful to consider the next stages of engagement in two strands.

The first will be concerning how residents are directly affected by the necessary decant of the blocks. This will mean individual engagement with all households. Secure tenants will be met with on an individual basis and given a chance to express everything they require and everything they want from the home that they are offered. These discussions are likely to be of a personal nature and so are best suited to private appointments so that individual circumstances can be discussed and taken into account.

All secure tenants will receive a one-off home loss payment to ensure that they have the means to acquire necessary items for the homes they move to. They will also receive access to moving facilities which will be paid for them.

A leasehold offer will be developed and following approval of this via delegated authority, it will be presented to leaseholders. They will meet with Barnet Homes officers to discuss the options available to them and to enter into discussions of what the offer will be for the purchase of their homes.

There are a number of households renting privately from the non-resident leaseholders. The council does not have a specific duty to provide services for these properties, however, it is acknowledged that they are also directly affected by the proposals. Barnet Homes will provide information and advice to any private tenants living on the estate to assist them to find alternative accommodation.

The second strand of the engagement will happen simultaneously to the first. This will be to involve residents and other stakeholders in the design process. Secure tenants will have the option to return to the estate once a new development has been completed. This means that they are important stakeholders for what is built as a replacement for the existing Silk House and Shoelands Estate.

The appointed design team will host a series of events, workshops and communications to gather feedback from residents as to what they want the new development to look like. This will not only allow residents to have their opinions incorporated into the proposals, but it will also keep them aware and engaged with how the scheme is progressing onto the next approval stages of scheme design, the development of the Outline Business Case and planning approval.

Document Control

Storage (File Path or Teams)	
Reference	
Version	
Date created	
Status	

Document History

Date	Version	Reason for change	Changes made by

Distribution List:

Name	Job Title	Date

Barnet Homes

Silk House and Shoelands Court, Annesley Avenue, London,
Barnet, Greater London, NW9 5EE

Resident Engagement Programme- Report

October 2023

The purpose of this report

This report details the scope and methods used for engagement with residents at Silk House and Shoelands Court, about the future options facing residents of the buildings. The two options that Barnet Homes have presented to residents are extensive remediation work to the buildings, which is set out in more detail later in the report, or the complete demolition of the buildings and redevelopment.

The report also provides details of the feedback received from residents during the engagement process and the preferences residents have given on the future options for the buildings.

The structure of this report

Section 1 – Rationale/background for the engagement process

Section 2 – Information about the two options for consideration

Section 3 – Policy context around good engagement

Section 4 – Methodology on the engagement process

Section 5 – The engagement process

Section 6 – The feedback from the engagement process

Section 7 – Barnet Homes recommendations for the estate

1. Rationale/ Background for the engagement process

- 1.1. Background: Silk House and Shoelands Court are Large Panel System (LPS) buildings built in the 1960s and are nearing the end of their practical residential lifespan. In recent years, following updated Government guidance on LPS buildings in the wake of the Grenfell tragedy, Barnet Homes has carried out extensive fire safety works.
- 1.2. Silk House consists of 71 flats and Shoelands Court 28 properties, made up by a combination of flats and duplexes; both buildings consisting of flats ranging from one bedroom to three bedrooms.
- 1.3. For the purpose of this report, we are using the term residents to refer to those people living in the buildings as tenants of Barnet Homes, leaseholders who live in the buildings and those who privately rent. Of the 97 properties, 4 are now void, 75 are secure tenants with the remaining 18 leaseholders.
- 1.4. Given the age and condition of both buildings, there is a considerable amount of essential work required to maintain them in a liveable quality for the foreseeable future.
- 1.5. There was an independent feasibility report carried out by Capital Property and Construction Consultants Limited on the 9th July 2020. The report concluded that at least extensive remediation was necessary given the current risk of the buildings. This would involve strengthening the wall and floor panels to resist an accidental load that might cause disproportionate collapse of the buildings.
- 1.6. Given the high costs and impact on resident's quality of life associated with extensive remediation, Barnet Homes have also presented residents with the option of redeveloping the estate.
- 1.7. Due to the short-term benefit, with further remediation works likely to be needed in years to come and the intrusive nature of remediation as a solution, Barnet Homes believe the rebuild option, replacing the old buildings with new, modern, more energy efficient and future-proofed flats should be offered to residents. Barnet Homes' utmost priority is the resident's safety and quality of life and as a result the company feels that ultimately, the rebuild option will be the best option.
- 1.8. For these reasons a comprehensive resident engagement programme needed to be designed and implemented to ensure that residents were made aware of the options facing them, facts were explained to them, their questions about the two options answered, and they were able to express their preference considering the positives and negatives of both options. Barnet Homes conducted this process transparently, stating at the start that their preferred option was a rebuild, as well as detailing the reasons for this in both verbal and written communications. Further, they gave the residents the platform and space to make their own minds up based on clear, accurate and honest information. What has guided Barnet Homes throughout the process is ultimately the desire to make the right decision for residents, with their safety and happiness as the key priorities. As such, how the residents feel about each option had to be understood in detail.
- 1.9. To help design and implement a comprehensive engagement programme, Barnet Homes appointed a specialist stakeholder and community engagement agency, Instinctif Partners. Instinctif Partners have previously worked with Barnet Homes on other development projects in the borough and have in depth knowledge and understanding of the area. Instinctif Partners have expertise in stakeholder and resident engagement programmes in the built environment space. Members of the Instinctif team were present

throughout the engagement process with staff from Barnet Homes, the actions in the process are detailed later in the report.

2. Information about the two options:

- 2.1. Remediation to the buildings would be extensive; it would require residents to temporarily move to separate accommodation. The necessary work would include:
- Extensive strengthening of the LPS panels to mitigate the risk of disproportionate collapse, which will necessitate full vacant possession to complete.
 - Extensive strengthening measures across the building to the horizontal and vertical ties and floor slabs.
 - Associated works to renew all areas adjacent to external walls such as, heating works, kitchen renewals and electrical rewires.
 - Other general maintenance and repair works.
- 2.2. The above would likely not be the only work necessary; remediation would be an ongoing process –with further cyclical maintenance expected to take place over the next 5-15 years. Barnet Homes will give existing social tenants and leaseholders the option to return to their homes once the works are completed. We estimate the remediation process to cost £30million. Barnet Homes have estimated that the cost to each leaseholder is likely to be significant.

Redevelopment option:

- 2.3. The original report concluded that based on the cost of remediation, including direct costs in construction and the secondary cost temporarily housing residents, redevelopment had to be considered a viable alternative.
- 2.4. In both a remediation or redevelopment scenario, residents would be required to move to alternative temporary accommodation within the borough. In a redevelopment scenario, secure tenants would be given the option to return back to the new development. We estimate this to take around three-five years. Under a redevelopment scenario, individual offers will be discussed with leaseholders in terms of the amount Barnet Homes will pay leaseholders for their property and future property options for them.
- 2.5. A complete redevelopment of the buildings would result in the provision of better-quality homes that are modern and more energy efficient, which would reduce the energy bills of residents over the long term. The buildings lifespans would also be much longer, with major maintenance works not expected to be needed for at least 20 years. Additionally, a rebuild would provide a 'one time fix'; in comparison to the ongoing maintenance required if the estate was remediated.

3. Policy context around good resident engagement

3.1. Community and stakeholder engagement is a key aspect of the planning process as set out in the Barnet Homes constitution and current Local Planning Authority policies and guidelines. Although this process is slightly different, given there will not be a planning application submitted after Barnet Homes have engaged with residents -this will only happen further down the line if the redevelopment of the two buildings is the option proceeded with, it nonetheless must follow the same principles.

LBB’s guidelines on community and stakeholder engagement

3.2. The London Borough of Barnet (LBB) Council’s policy has set out how we can best engage with residents. LBB first published a Statement of Community Involvement in 2007, updating it in 2015 and 2018 as part of the Local Plan Review process. Given there will not be a planning application connected to the engagement process, it does not require an SCI. This is especially clear given the key stakeholders that had to be considered in the first instance were the residents themselves with a look to engage with the wider community further on in the process once a decision is made by LBB’s Cabinet on whether the estate should be redeveloped or remediated.

LBB has outlined good practise when engaging with the local community:

Consultation activities as suggested by LBB’s Statement of Community Involvement (SCI)	SCI reference
Public exhibitions at local and accessible locations	Section 4.12
Consultation website and email response mechanism	Section 4.21
Mail drop to communities with information on community involvement	Section 4.12
Resident Interest Group	Section 4
Feedback forms/surveys	Section 4.11

3.3. LBB has put net zero near the top of its agenda, with the aim to create net zero homes in the borough by 2042. In this context, the impact either option will have on the environment and the areas net zero ambitions has been closely scrutinised.

3.4. The provision of “Quality Homes” is central to LBB’s goals, however this needs to be reconciled with the protection of communities and local views, by ensuring there is not overdevelopment. LBB policy dictates any new developments should be designed “in partnership” with residents.

3.5. In its engagement “toolkit”, LBB also notes the importance of evaluating the success of the consultation and engagement process. Barnet Homes have incorporated this into the method.

3.6. The Mayor of London has also provided guidance on how to properly consult with a community during estate regeneration or redevelopment in his ‘Better homes for local people The Mayor’s Good practice guide to

Estate Regeneration', which was published in February 2018. The four key principles of an engagement programme are to be transparent, extensive, responsive, and meaningful. It also details methods of engagement such as surveys, door to door conversations, drop-in days, letters email, newsletter updates and workshops. The guidance notes: "Residents should be the primary consultees" and that they should be informed as early into the process as possible. In the introduction it also states that residents should be put at the heart of plans and for estate regeneration to be a success "there must be resident support for proposals, based on full and transparent consultation from the very start of the process, and meaningful ongoing involvement of those affected".

- 3.7. These good practice guidelines, both from the LBB and the Mayor's office have informed Barnet Homes methodology on engaging residents at Silk House and Shoelands Court throughout the process. The section below details this further.

4. Methodology on the resident engagement process

- 4.1. The engagement with residents on the future of the buildings requires a careful, thoughtful approach, one that is grounded in principles of honesty, transparency and clear and concise communications. We have considered the policy context of LBB's engagement and the wider political context when designing the methodology through which to run the engagement program, to deliver more meaningful, transparent engagement with residents. Our approach has been about using best practice engagement, such as extensive outreach and 'front loading' the consultation as much as possible.

4.2. Methodology Summary

- Engagement must be 'two-way', interactive and frontloaded, i.e., well in advance of any decision making relating to the outcome of the engagement.
- Engagement must be transparent from the start, with the positives and negatives of each option clearly communicated.
- There should be a tenant and leaseholder first approach. Whilst both remediation and redevelopment options will impact the wider community, it is the tenants and leaseholders (residents) who will be directly impacted, and they must be engaged as special stakeholders. Later on, once they are fully briefed and engaged, best practice would be to engage with community groups, as well as residents living close to the buildings who would be impacted by both options.
- There will be a focus on outreach and time with individual households. Residents are able to ask questions in privacy and have in-depth, detailed discussions.
- Engagement with individual households should be complimented by a series of newsletters/letters, emails, posters and on-line (via the Barnet Homes website).
- It is important to hold specialist sessions with leaseholders or tenants to answer any specific questions and needs.
- It is important to build trust at this early stage and develop a dialogue between Barnet Homes representatives and residents, as it will aid the engagement moving forward especially after a decision had been made.
- Engagement must reach out to the 'silent majority' and those who may be hard to reach.

4.3. **Methodology actions:**

- We ran engagement events over several days in early July, starting in the afternoon and ending in the evening, maximising the opportunity to attend at a convenient time. We also held a second engagement event on a Saturday in September, to give those who may not have been able to attend in July another opportunity to speak to the project team. We took a personalised approach to the engagement events as much as possible. People were offered timed appointments to allow them to have privacy and in-depth discussions, however we still retained the option of people registering and attending on the day. We maintained a visual presence, holding the event in a mobile unit on the estate.
- We had specialist members of staff from Barnet Homes to speak to leaseholders in person and over the phone.
- We hand delivered the newsletters about the options and engagement events to residents to be on hand should they have questions and to ensure there were no problems with Royal Mail delivery.
- We knocked on residents doors to remind them of the engagement events and answer questions they had.
- Carried out a door knocking survey after the initial round of engagement events to gather resident feedback on the two options, the engagement process itself and to speak to residents who may not have attended the engagement events.
- Ensured there was a contact number of a Barnet Homes staff member for residents to phone should they have questions throughout the engagement process.

5. **The Resident Engagement Process**

- 5.1. Instinctif Partners delivered the initial letters to Silk House and Shoelands Court on Monday 19th June 2023, these were hand delivered to every address on the estate. These letters informed residents of the future work that would be necessary and the upcoming engagement events. Whilst delivering the letters, Instinctif colleagues engaged with a handful of residents who had questions about the engagement program moving forward. Peter Chapman (Barnet Homes) was also at the estate to talk to any concerned residents. To continue to raise resident awareness about the proposals and the engagement process, including the upcoming appointment-based events, Instinctif carried out a subsequent round of door knocking. This was carried out on Friday the 7th July from late morning to early afternoon. Instinctif engaged with 33 people on the door, around a third of the total residents who live on the estate, as well as delivering a reminder letter to every household. A copy of the initial letter can be found in Appendix 1a. The reminder letter can be found in Appendix 1b. A copy of the door knocking questions can be found in Appendix 1c and the feedback from this door knocking is included in section 6.

Posters and Website:

- 5.2. In addition to the letters, posters were put up about the proposals and the events across multiple floors of both buildings. A website dedicated to the options facing the buildings was also created, allowing residents to check for updates. Barnet Homes later updated this website with information about original

structural engineering report that led to these proposals. The poster can be found in appendix 2a and website appendix 2b.

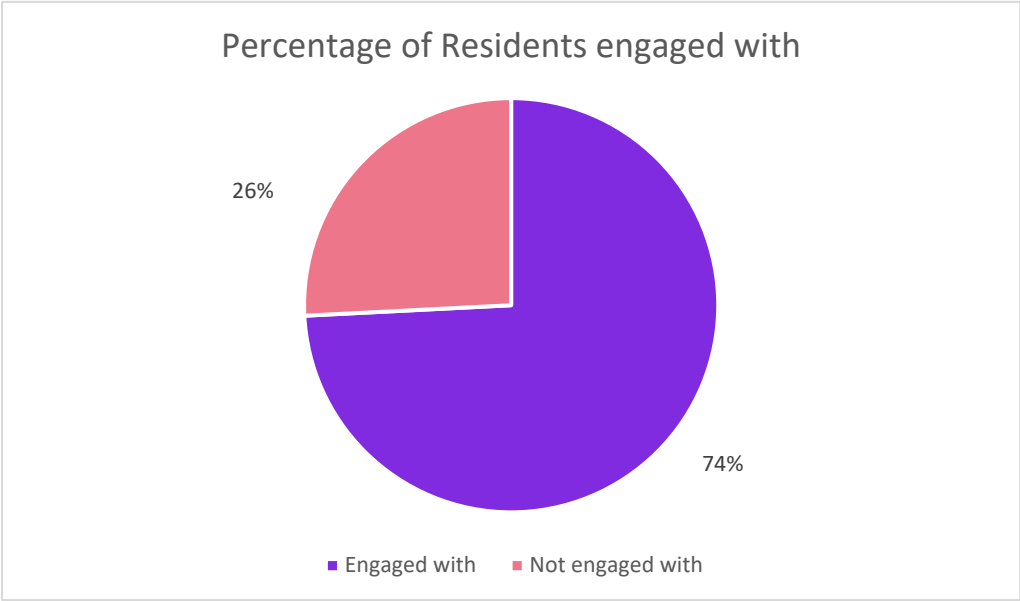
Resident engagement events

- 5.3. The engagement events were held exclusively for residents since their say is the most important. The events were held on the following dates:
- Tuesday 11th July 2023 from 2.00pm - 7.30pm
 - Wednesday 12th July 2023 from 1.00pm - 7.00pm
 - Thursday 13th July 2023 from 2.00pm - 7.00pm
 - Saturday 30th September 2023 from 10.00am – 3.00pm
- 5.4. The events were held in a portable office within the grounds of the estate and attended by two-three Instinctif Partners members and between two and four members from Barnet Homes. There was a display board outside the cabin advertising the event. The meetings were pre-booked 30 minutes slots, to ensure as many residents were thoroughly spoken through the options, and to take time to understand each household's circumstances and answer questions they had. The team of Barnet Homes and Instinctif Partners members often split into groups to talk through matters with residents. Outside of the event, Barnet Homes also spoke with some residents over the phone and met at their place of residence.
- 5.5. Following the initial round of events, which saw just shy of 50% of households on the estate attend, Barnet Homes held a subsequent event on Saturday 30th September 2023 to ensure those who wanted to sit down and have a face-to-face conversation with Barnet Homes representatives weren't limited by the previous dates. Many residents were followed up with telephone calls.
- 5.6. In total 48 residents attended the appointment-based events with Barnet Homes. That broke down as 12 residents on Tuesday 11th July 2023, 21 residents on Wednesday 12th July 2023, 10 residents on Thursday 13th July 2023 and 5 residents on Saturday 30th September 2023.

Follow up activity:

- 5.7. After the initial three engagement events, communication channels were left open allowing residents to maintain a point of contact. A letter was also sent out following the initial round of engagement activities to absent landlords. A representative of Barnet Homes who works in the leaseholder advisory team also spoke to 15 absent landlords and leaseholders outside of the engagement events over the phone, some of whom had already attended the engagement events.

- 5.8. Further, Instinctif Partners carried out a survey on the estate, speaking to 28 residents on the 17th August 2023. Staff at Barnet Homes also phoned eight residents on the estate and asked them the survey questions. An example of the survey can be found in appendix 3. The goal was to receive feedback on how residents had found the engagement process so far, what residents' preference on the options facing the buildings were and to ask them if they had further questions. This subsequent set of door-knocking ensured all residents were still aware of the options and reminded them that they could reach out to a Barnet Homes representative at any time.
- 5.9. Following the survey Instinctif hand delivered an update letter, appendix 4 on the 18th September 2023, reassuring residents that the process was proceeding as expected and to let residents know what the most common feedback to date has been. These follow up actions were key to maintain a consistent dialogue between Barnet Homes and the residents.
- 5.10. Once you include those contacted via the engagement events, absent landlords and leaseholders contacted via the telephone or in person and those spoken to via the survey, either in person or over the phone, 69 households were engaged with, which is 74% of all the properties on the estate. For clarity, we have only counted each household once; eventhough throughout the engagement period Barnet Homes spoke to many residents' multiple times. Further, private tenants views have been recorded and taken into account and this is reflected in the feedback section, however the leaseholder preference was the one ultimately recorded.



Engagement summary:

- 5.11. The steps taken by Barnet Homes achieved a significant turnout out from residents, comparable to that required for a ballot process. Also, the various methods Barnet Homes used to engage residents on the estate about the two options were comparable to methods required by the Mayor of London in his guidance for estate regeneration where a ballot is required.

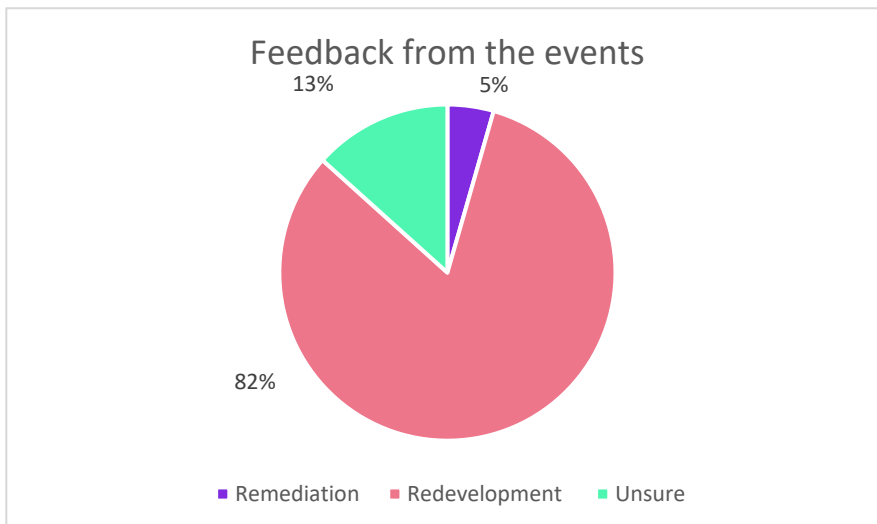
Barnet Homes delivered regular newsletters to residents about the options for the estate facing them, held one to one in person engagement events, held door to door surveys and spoke to residents over the phone or in their place of residence if they preferred. There was also information displayed on Barnet Homes website about the two options. Whilst there was no specific leaseholder group forum, every leaseholder on the estate was contacted and Barnet Homes explained the impact of the two options for their own circumstances, answered their questions and recorded their views.

Given there were no development proposals ready on what a future development would look like, Barnet Homes could not hold a workshop with residents about any future estate proposals. However, they do intend on holding a detailed workshop further down the line if a decision is made to redevelop the estate. This will allow Barnet Homes to share their design ideas for the future estate development and allow residents to give feedback on what their preferences would be on the new development, for topics ranging from the amount of green space on the estate, height and design of the buildings, amenity space, and the amount of parking available for residents. This intention to involve residents in the development process was communicated with residents throughout the engagement process.

6. The feedback from the engagement process

- 6.1. The methodology and timing of the events were designed to encourage as much engagement as possible. Our engagement events saw 48 out of 93 active households attend, 52% of all households on the estate. Barnet Homes also spoke to 15 leaseholders and absent landlords on the phone, 9 had not been engaged with previously, whilst the rest had been engaged with at the events, and spoke to 36 people during the survey, both face to face and over the phone, of which 12 did not attend the engagement events nor had been spoken to before.
- 6.2. On the day of the event residents were asked what their preferred option for the future of the estate was. Below are the results from residents spoken to on the days of the events. Of those who attended and expressed a view, 82% supported redevelopment, 5% supported remediation with the remaining 13% expressing they were unsure. Three households during the events did not express a view.

6.3. Chart of feedback:



Summary of verbal feedback:

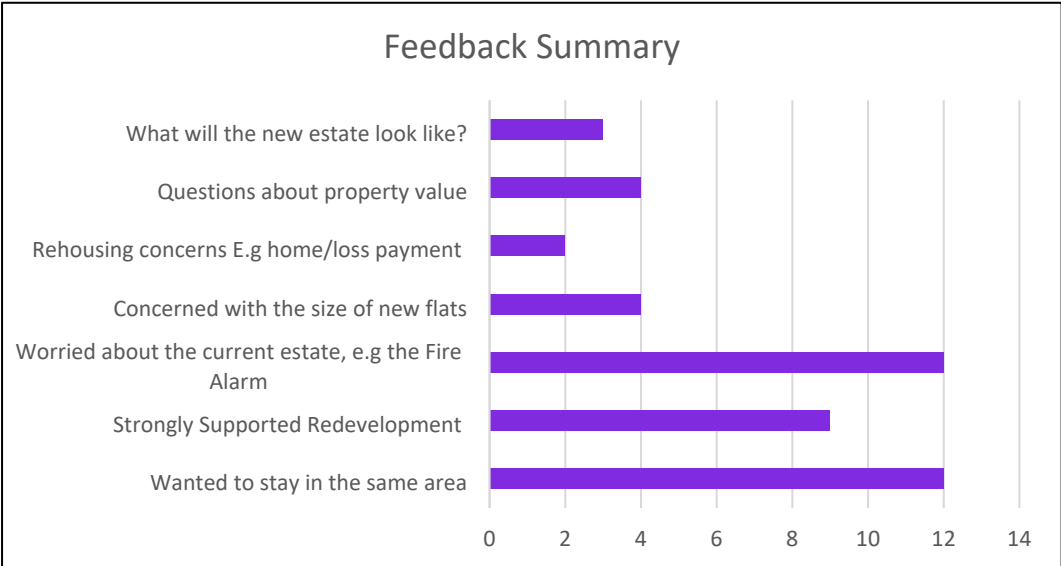
- 6.4. At the engagement events, Instinctif Partners took notes on the verbal feedback from residents. The most common feedback from those who attended were questions and concerns about where they would be temporarily relocated during the rebuild or remediation works, how long the process would take, the disruption the works would have on their lives and their own safety. A good majority of residents we spoke to felt redevelopment would be the best long-term option for them, given the condition of the two buildings and the issues with the communal fire alarm, this was despite many people having lived on the estate for a long time and having a strong sense of attachment to the local area. Leaseholders also felt redevelopment would be best for them, given they would have to shoulder some of the costs for remediation and they still had concerns about charges for previous works. Whilst leaseholders therefore felt they had more to consider given they owned their properties, there was a feeling from many that the future options for them were fair.
- 6.5. The key themes mentioned in meetings and discussions with residents were:
- Relocation questions about the temporary accommodation.
 - Timelines for the process, moving and development.
 - If the temporary accommodation and future accommodation will be on a like for like basis – whether people will get the same number of rooms.
 - Complaints about the current fire alarm and money spent on the 2019 safety work.
 - Acknowledgement that a rebuild was necessary given the state of the building.
 - Sense of community and attachment to estate.
 - Questions about the new development in terms of height, design, density, green space.
 - Will the rents be the same when temporarily moved and in a rebuilt estate?
 - Private tenants unsure about their position and where they would move to.
 - Broad questions around individual personal circumstances.
 - Questions about how the process will work in terms of signed documents.

From speaking to residents and taking detailed notes across the four days, our assessment was that a large majority of residents supported redevelopment. This was for slightly different reasons amongst social tenants and leaseholders.

Tenants welcomed the prospect of a new, modern flat, despite many having a deep connection to the current estate, the layout and size of their current flat and wanting to remain in the same area. More broadly, residents repeatedly expressed the desire for more information. Tenants wanted more clarity on timelines. They did not want the process elongated further and wanted a decision to be made as quickly as possible as they all had personal circumstances that they needed to plan their lives for. These circumstances ranged from medical treatments, children going through school, jobs and other life events.

Most leaseholders recognised that the remediation works would be very expensive and welcomed hearing about the opportunity that Barnet Homes were offering to buy their property; this was especially relevant as some leaseholders were unable to sell their property on the market. Many were also concerned about current bills and services charges looming over their property. They also welcomed the potential options being put forward by Barnet Homes for future accommodation. Both groups recognised how building more new homes could benefit the council and the community more broadly.

Table of feedback themes:



Survey Feedback

6.6. Following the engagement events, Instinctif Partners undertook a door-to-door survey. A copy of this survey is included in the appendix 3. This survey was intended to reach those who may not have attended the engagement events, gather further quantitative feedback on resident preferences, and feedback on the engagement process. In total Instinctif spoke to 29 residents, around a third of those who lived on the estate. Barnet Homes also phoned a further 8 people on the estate. Many of the residents had already been engaged with previously. Of the total number who responded to each question, there were 8 in favour of remediation, 9 stated they were unsure and 15 supported redevelopment, with the remainder not stating a preference. The summarised feedback received was:

- Most residents had found the engagement process helpful, especially the opportunity of speaking to Barnet Homes representatives face to face.
- More information was desired as soon as possible – they wanted a decision to be made so they could begin planning their own personal circumstances for the future. Others wanted to know more about size of future property.
- Some wanted more information than was given throughout the process.

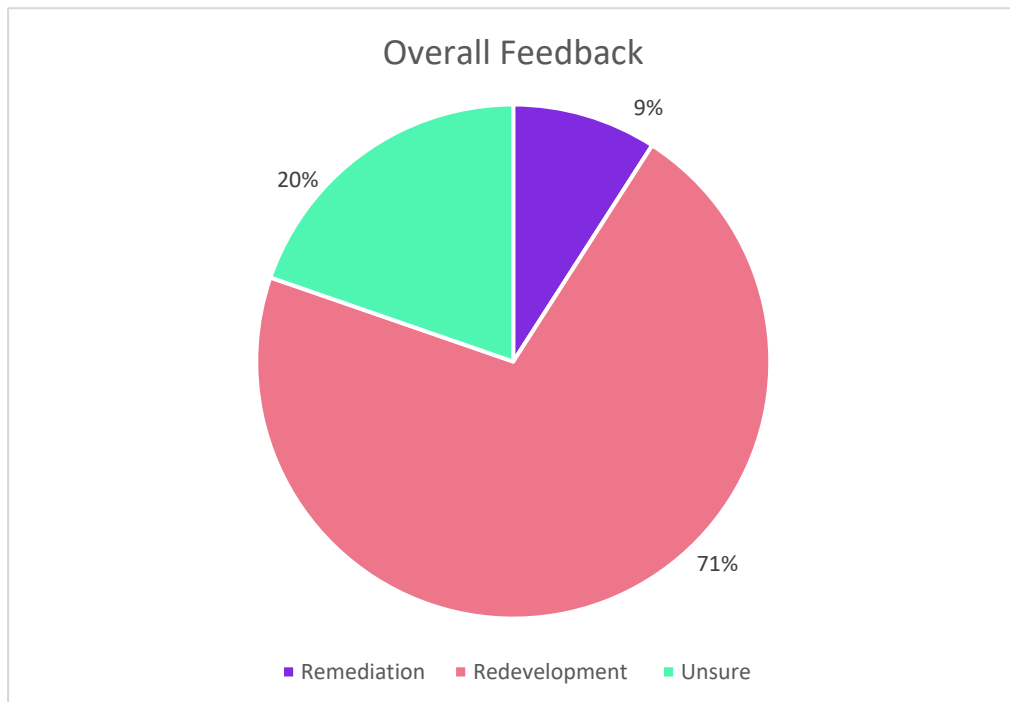
Table of Survey results:

Question	Results
Have you heard about the future work in the estate?	Yes: 29
	No: 7
Did you attend any resident engagement events/ speak to a BH representative	Yes: 16
	No: 20
Which option do you prefer – Remediation or Redevelopment?	Remediation: 8
	Redevelopment: 15
	Unsure: 9
How did you find the consultation process, do you have any questions/ improvements	Found it helpful: 11
	Wanted more information: 12
Is there any more information you require from Barnet Homes in the two options or specific circumstances you want them to follow up with you on?	Want to know where they will be moved: 7
	More information on the process and what new property will look like: 5
	Their questions had not been sufficiently answered: 2

Overall feedback:

Of the 69 residents engaged with, 66 indicated a preference. Of those who indicated a preference, 47 were in favour of redevelopment, 13 were unsure, and 6 for remediation. Meaning 90% of residents were unsure or supportive of redevelopment.

Chart of overall feedback:



6.7. Below are some verbatim comments received throughout the engagement process:

Views on the current Silk House and Shoelands Court estate

- “The fire alarm in the current block is very annoying”.
- “I have issues with leaks in my current home”.
- “The work that has been done over the past few years has been highly disruptive”.
- “There is an issue with Anti-social behaviour in the current estate”.
- “So many cracks in the building.”
- “Why do all the recent works?”

Views on Redevelopment

- “Any logical person would think redevelopment is the better option”.
- “I have lived in the estate for 9 years, but I think a rebuild seems like the smarter option”.
- “I feel the current estate is causing a lot of problems, as such there should be a redevelopment”.
- “Although I saw the benefits of a rebuild it would still be upsetting”.
- “It would be better to move because of safety and to receive a new flat”.
- “I love my flat, but everyone would love a new home”.
- “Best way forward is to rebuild.”

Questions/comments about the future

- “What are the rents going to be like in the new building?”
- “How many offers do you get for temporary housing?”
- “I would like temporary home to be near my family”.
- “What’s the best position to be in terms of buying?”
- “Will we get to come back?”
- “Will we get a signed document that says we will be able to return?”
- “Will we be re-housed in Barnet?”

Questions/comments about what a potential new estate will look like

- “What will the redevelopment look like?”
- “Where on the new estate will my new flat be?”
- “What will the height of the new buildings be? Don’t want to live in a really tall building.”

Views on the engagement programme

- “I feel it has been good - happy with the process so far.”.
- “It has been good, but they would like more letters/ updates.”.
- “I am happy with the process. It was nice to speak through the issue on the door too”.
- “Frustrated with the whole process and they feel the previous work has been a waste of money.”.
- “I am so happy now you have answered my questions, I was stressed, Worried that new flats would be smaller and asked about parking”.

7. Barnet Homes recommendations for the estate

- 7.1. Barnet Homes were considering a multitude of factors when attempting to come to a recommendation on which option to recommend to the council. Throughout the process the most important consideration has always been the safety and happiness of residents, followed by their views and feelings towards the options. Put plainly, the safest and most future-proof option for residents is to redevelop the buildings. Additionally, after the sensitive and thorough engagement programme it’s clear a large majority of residents support redevelopment for the various reasons set out in the report above. Given both these factors, Barnet Homes are recommending that Barnet Council vote to redevelop Silk House and Shoelands Court.

Appendix 1a. Initial outreach letter Delivered 19th June 2023

provides a 'one time fix'; in comparison, remediation would only operate as a temporary fix as ongoing work would be needed after residents move back into their homes.

If the decision is made to rebuild, residents will be required to move to alternative accommodation within the borough. If you are a secure tenant you will be given the option to return back to the new development.

In terms of leaseholders, as per the terms of your lease, remediation works would be part paid for by leaseholders and individual offers will be discussed with you in terms of moving back if the rebuild option is taken.

This letter marks the start of an engagement period that will last for the next 5-6 months. We will be gathering your views on the chosen option for the future.

In the meantime, if you have questions or would like to speak, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email: sshengagement@barnethomes.com

If you are a leaseholder and have questions, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email: sshleaseholder@barnethomes.com

There is more information about both options on our website: <http://www.barnethomes.org/silk-shoelands>

This page will continue to be updated with more information on both options as the engagement progresses.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes

Appendix 1b. Reminder Letter Delivered 7th July 2023



07 July 2023

Dear Resident

We are writing to remind you about the upcoming resident engagement events happening next week regarding the necessary building works that we will have to conduct to Shoelands Court and Silk House following the times for these sessions are below, if you are able to attend, we very much want to see you there. We previously delivered a letter on 19/06/23.

As you are likely aware, we have already carried out substantial fire safety works on both Shoelands Court and Silk House. However, more essential work is needed to maintain the buildings for the foreseeable future. Therefore, we are starting the process of giving you, the residents, the opportunity to provide feedback on two potential options for the future of the buildings - extensive remediation (repair works), as outlined below, or the complete redevelopment (rebuild) of Shoelands Court and Silk House.

A summary of each option is below, and more information will be distributed throughout the next few months.

We will be running appointment-based events to receive your initial feedback and answer any questions you may have; in our mobile office outside Shoelands Court and Silk House. These will be running from the week commencing the 11th July 2023 at the below times:

Tuesday 11th July from 2.00pm - 7.30pm

Wednesday 12th July from 1.00pm - 7.00pm

Thursday 13th July from 2.00pm - 7.00pm

We would prefer residents to phone or email us and book a time to come and discuss the options so we can ensure we have as much time as possible with each resident.

You can register for an appointment by emailing silk&shoelands@barnethomes.org or by phoning Peter Chapman on 07889 237 523.

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Further information

Remediation option:

Remediation to the buildings would be fairly extensive; it would also require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Replacing the external fabric of the building as it is now 50 years old and nearing the end of its lifespan.
- Extensive strengthening measures across the building to the horizontal and vertical ties, floor slabs and wall panels.
- Other general maintenance and repair works.

We must emphasise how the works outlined above will not be the last; remediation would be an ongoing process – with further cyclical maintenance expected over the next 5-15 years.

Existing tenants and leaseholders will get the option to return to their homes once the works are completed.

Redevelopment option:

In the interest of transparency, Barnet Homes do ultimately believe redevelopment is the better option overall. Redevelopment would result in the provision of better-quality homes, which are also more energy efficient, modern homes which can reduce resident's energy bills over the long term, helping with the cost of living. The buildings lifespans would also be much longer. Additionally, a rebuild is the only option that provides a 'one time fix'; in comparison, remediation would only operate as a temporary fix as ongoing work would be needed after residents move back into their homes.

If the decision is made to rebuild, residents will be required to move to alternative accommodation within the borough. If you are a secure tenant you will be given the option to return back to the new development.

In terms of leaseholders, as per the terms of your lease, remediation works would be part paid for by leaseholders and individual offers will be discussed with you in terms of moving back if the rebuild option is taken.

In the meantime, if you have questions or would like to speak, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email: silk&shoelands@barnethomes.org

There is more information about both options on our website: <http://www.barnethomes.org/silk-shoelands>

This page will continue to be updated with more information on both options as the engagement progresses.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes

Appendix 1c. Door knocking Questions – 7th July 2023



1. Have you heard about the resident engagement on the future of Silk House and Shoelands Court?

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2. Are you able to attend one of the events? If so what time works best for you?

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.....

3. What is your address? (For IP- make sure you jot this down before they answer if possible)

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.....

4. Do you have any questions or feedback on the options?

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.....



Silk House and Shoelands Court building remediation works feedback sessions

Appointment-based events to receive your initial feedback and answer any questions you may have; in our mobile office outside Shoelands Court and Silk House.

You can register for an appointment by emailing ssengagement@barnethomes.com. We have appointments available during the following times:

Tuesday 11th July from 2.00pm - 7.30pm
Wednesday 12th July from 1.00pm - 7.00pm
Thursday 13th July from 2.00pm - 7.00pm

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Appendix 3. Survey Questions



1. What is your address?

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.....

2. Have you heard about the necessary future work on the estate?

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3. Did you attend any of the resident engagement events/ speak to a BH representative?

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4. Which option do you prefer – remediation or redevelopment?

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.....

5. How did you feel about the consultation process, do you have any suggestions/ improvements?

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.....

6. Is there any more information you require from Barnet Homes on the two options or specific circumstances you want them to follow up with you on?

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.....

7. Do you have any other questions/ feedback?

.....
.....
.....

Appendix 4. Update letter delivered 18th September 2023



18 September 2023

Dear Resident,

Silk House & Shoelands Court

As you are aware we have been engaging with residents on the options for Silk House and Shoelands Court regarding whether to remediate or redevelop. We are now writing to update you on the necessary works that we will have to carry out to your properties.

For further context on the process so far, we delivered the initial letter informing residents about the future of Silk House and Shoelands Court on Monday the 19th June. We then held engagement events across three days in the mobile on site on Tuesday 11th, Wednesday 12th and Thursday 13th July 2023.

For transparency, the feedback we have received from a large majority of the residents throughout the engagement process so far have been in favour of the redevelopment of Silk House and Shoelands Court.

Moving forward, we anticipate a decision to be made by the council, on whether to redevelop or remediate, before the end of the year. After this decision is made, we will be able to provide more detail on what the future of the estate will look like for you.

We know we haven't spoken to everyone. With this in mind, we will be running an additional appointment-based event to receive your feedback and answer any questions you may have; in our mobile office outside Silk House and Shoelands Court. This follow up session is intended specifically for residents who did not have the opportunity to attend the last set of events. As such, we will prioritise bookings from those who could not make the last set of events in July. The appointments will be held between the following times on the date below:

Saturday 30th September from 10.00am – 3.00pm

We would prefer residents to phone or email us and book a time to come and discuss the options so we can ensure we have as much time as possible with each resident.

You can register for an appointment by phoning Peter Chapman on 07889 237 523.

For those who did attend one of the last sessions, we will not be able to share any more information than we did previously.

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Many residents have understandably requested more information on the current state of the buildings. We have updated the website with a summary of the structural engineering report for Silk House and Shoelands Court, we will continue to update with more information on the estate. This can be found on the website at: <http://www.barnethomes.org/silk-shoelands>

As a reminder, please find below more information on what remediation or redevelop would mean for the future of Silk House and Shoelands Court.

Further information

Remediation option:

Remediation to the buildings would be fairly extensive; it would also require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Replacing the external fabric of the building as it is now 50 years old and nearing the end of its lifespan.
- Extensive strengthening measures across the building to the horizontal and vertical ties, floor slabs and wall panels.
- Other general maintenance and repair works.

We must emphasise how the works outlined above will not be the last; remediation would be an ongoing process – with further cyclical maintenance expected over the next 5-15 years.

Existing Barnet Homes tenants and leaseholders will get the option to return to their homes once the works are completed.

Redevelopment option:

Barnet Homes does believe that redevelopment is the better option overall. Redevelopment would result in the provision of better-quality homes, which are also more energy efficient, modern homes which can reduce resident's energy bills over the long term, helping with the cost of living. The buildings lifespans would also be much longer.

If the decision is made to rebuild, Barnet Homes tenants will be required to move to alternative accommodation within the borough. Secure tenants will be given the option to return to the new development.

Individual offers will be discussed with leaseholders in terms of the amount Barnet Homes will pay for your property, any future property option or buying a new property on the estate if the rebuild option is taken, further along in the process.


Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes

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	<h2>Cabinet</h2>
Title	LPS blocks – Stanhope and Holmsdale House Strategic Outline Case
Date of meeting	14 November 2023
Report of	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes and Regeneration
Wards	Brunswick Park
Status	Public with accompanying exempt appendix - Exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information.
Key	Key
Urgent	No
Appendices	<p>Appendix A – Red line area</p> <p>Appendix B – Stanhope and Holmsdale House Strategic Outline Case Public</p> <p>Appendix C – Instinctif and Partners Stanhope and Holmsdale House Resident Engagement Report</p> <p>Appendix D - Stanhope and Holmsdale House Strategic Outline Case (Exempt)</p>
Lead Officer	Susan Curran and Elliott Sweetman

Officer Contact Details	<p>Elliott Sweetman, Group Director, Development & Property, Barnet Homes, elliott.sweetman@barnethomes.org</p> <p>Sally Potvin, Development Manager, New Build, Barnet Homes, sally.potvin@barnethomes.org</p> <p>Susan Curran, Head of Housing and Regeneration, London Borough of Barnet, susan.curran@barnet.gov.uk</p>
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Summary

A paper was brought to Housing and Growth Committee in November 2022 identifying two estates in Barnet, where large panel system (LPS) blocks had been surveyed and structural concerns identified. The paper set out the Strategic Outline Case for an options appraisal and resident engagement strategy for two estates which contain Large Panel System (LPS) blocks. It was approved that residents would be engaged with and included in discussions as to what would happen next to the blocks. The two options were to remediate the blocks or to demolish and redevelop them.

The engagement process for this stage has now been completed and this report will summarise the results of the engagement process and recommend the next steps for the LPS blocks supported by the resident engagement process.

This report provides Cabinet with an update to the Strategic Outline Case reflecting the outcome of the engagement with regards to Stanhope and Holmsdale House

This report, supported by a Strategic Outline Case (Appendix B) and the resident engagement report provided by Instinctif Partners (Appendix C), recommends that Cabinet approves that the option to redevelop Stanhope and Holmsdale House is progressed to Outline Business Case stage.

In order to reach the Outline Business Case stage Cabinet is asked to approve that Barnet Homes commence procurement and the appointment of a design team, who will create a planning application to submit for approval. This will be done following the Barnet Group's procurement rules.

Resident and stakeholder engagement will continue, this will now be led with the assumption that redevelopment will go ahead, that the existing properties will be acquired by Barnet Council and thereafter demolished in preparation or the redevelopment, subject to necessary permissions.

Recommendations

- 1. Note the results of the resident engagement exercise contained in the Resident Engagement Report (Appendix C).**
- 2. Approve the option to progress the redevelopment of Stanhope and Holmsdale House up to planning submission and Outline Business Case.**
- 3. Note that this will be funded from the HRA 250 budget in accordance with the HRA 250 budget allocation as agreed at October 2023 Capital Strategy Board.**

4. **Approve that Barnet Homes procure and appointment a design team within the approved budget to design a scheme up to planning submission for the redevelopment of Stanhope and Holmsdale House**
5. **Approve the development of offers for the leasehold acquisitions and delegate approval of the offers to the Director of Growth in consultation with the Cabinet Member for Homes and Regeneration.**
6. **Approve the commencement of negotiations with leaseholders on the basis of the approved offers and delegate approval of the individual acquisitions to the Director of Growth.**
7. **Note that in the event that agreement cannot be reached a further report may be submitted to seek a resolution to commence a Compulsory Purchase Order.**
8. **Delegate authority to the Director of Growth to take the necessary action to appropriate the land if this is considered necessary.**
9. **Approve the commencement of proactively moving tenants out of Stanhope and Holmsdale House.**
10. **Delegate authority to the Director of Growth, in the execution of the above, to take account of the Equalities Impact Assessments which are to be carried out.**
11. **Note the Exempt report and Exempt Appendix D Strategic Outline Case**

1. Reasons for the Recommendations

- 1.1 A paper was brought to Housing and Growth Committee in November 2022, recommending a course of action for two estates in Barnet where Large Panel System (LPS) blocks had been surveyed and structural concerns identified. It was approved that residents would be engaged with and included in the discussions as to what the next steps would be for their blocks.
- 1.2 This report is with regard to Stanhope and Holmsdale House.
- 1.3 The November 2022 Housing and Growth Committee paper established that the condition of the blocks means that action is required before Summer 2026 in order for the council to satisfy its obligations as the landlord and building owner.
- 1.4 All the residents of both Stanhope and Holmsdale House were contacted and informed that action was required. As part of the engagement strategy, they were invited to attend appointments with members of the Barnet Homes team to discuss the next steps and to give their opinions. Further information on the structure of the engagement process and the results are contained within the Appendices B and C.
- 1.5 The engagement process for this stage has now been completed and the results demonstrate that residents have a clear preference for redevelopment of the two blocks. 22 out of the 23 occupied households responded to the engagement process. There were no residents who responded would favour remediation of the block. 92% support redevelopment of the block and 8% were not sure and would like proposals to be developed further to help them understand what will happen.

- 1.6 This report therefore updates Cabinet on the outcome of the resident engagement and seeks approval to progress a redevelopment option to Outline Business Case. This will include procurement of a design team, ongoing engagement with residents and public and private stakeholders and the acquisition of the leasehold properties. The Outline Business Case is anticipated to be presented to Cabinet in Q3 24/25.
- 1.7 Cabinet is asked to note that this next phase of work will be funded from the HRA 250 budget. This budget was first approved by Policy & Resources Committee in 2019. The split of the budget and individual project allocations was updated at Capital Strategy Board on 31 October 2023 in line with the HRA business plan.
- 1.8 The budget is intended to provide funding for the project up to the approval of planning. The funding for the construction and delivery of the project will be subject to a future business case and funding allocation.
- 1.9 The recommendation to redevelop is also supported by the financial case for this project. To undertake the remediation of the blocks is estimated to cost upwards of £8 million. There is no budget currently identified to cover this work. The HRA 250 budget could not be used for remediation works as it could not cover all the necessary costs and it has been allocated to support the provision of new homes.
- 1.10 Remediation of the blocks would not be able to bring the existing blocks up to modern building standards and further works not included within the £8 million estimate would be needed in the medium term. This further supports the case for redevelopment of the blocks.
- 1.11 Initial estimates indicate that the site could provide an increased number of affordable homes, however this will be further tested in the next phase of work.

Strategic Case

- 1.12 A key priority within 'Our Plan for Barnet' is delivering quality, affordable homes, and in particular the ambition of delivering 1,000 homes at 50% of local market rent or lower. The redevelopment of Stanhope and Holmsdale House is projected to increase the number of affordable homes available in the borough supporting the objectives of providing good quality affordable homes and reducing homelessness.
- 1.13 Delivering more affordable homes will support the growing housing need in the borough and also reduce the need to place households in temporary accommodation.
- 1.14 This recommended route will mean that the existing buildings are demolished, and a new development will be built. Residents will be required to vacate their homes in order for this to

occur. Cabinet is asked to note the continuation of engagement with residents and also approve that residents start to be moved out of the blocks as the designs develop.

Decanting

- 1.15 It is necessary to start the moving process now in order that residents' requirements and preferences can be taken into consideration. The limited availability of appropriate housing stock means that not all residents can be moved within a short period of time. Cabinet is asked to approve proactively moving out residents so that this can happen as housing stock becomes available and thus improving the council's ability to find suitable accommodation to meet the needs of residents.
- 1.16 If the redevelopment does not progress for unforeseen reasons, and if remediation works becomes the preferred way forward, moving residents from Stanhope and Holmsdale House is still the correct course of action as residents will still be required to move out from the buildings for approximately 18-months so that remediation works can take place. It is required that action is taken by Summer 2026 to meet the recommendations of the structural analysis and maintain resident safety. Summer 2026 is the deadline for action, but it is proposed that action is taken ahead of this date due to the condition of the block and the resident's requests that action is taken.
- 1.17 Similarly, Cabinet is asked to approve that an offer for the leasehold acquisitions is developed and the approval of this is delegated for approval by the Director of Growth in consultation with the Cabinet Member for Homes and Regeneration. The offer will follow the principles of acquisitions on similar regeneration estates.
- 1.18 Cabinet is asked to approve that once a leasehold offer has been approved, that negotiations commence with leaseholders to acquire their properties by way of private treaty acquisition in accordance with the agreed offer. If an agreement is reached as a result of these negotiations, then it is recommended that delegated authority is given to the Director of Growth to enter into the private treaty with the individual leaseholders and acquire the leasehold interests of the properties. This will allow the council to conclude any negotiations in a timely manner and reach an agreement that provides leaseholders with fair compensation for their properties and time to relocate, without the need for a compulsory purchase order.
- 1.19 If agreement for the sale of their properties cannot be reached, then a compulsory purchase order may be required. A further report will be submitted to Cabinet to make a resolution to commence a compulsory purchase order in these circumstances. The compulsory purchase order process can take approximately a year and significantly longer if a public enquiry is required. By engaging early in seeking to acquire by agreement, this will allow us to identify the potential requirement for a compulsory purchase order at an early stage to minimise delays to the scheme.
- 1.20 The resident engagement has informed the decision that a ballot is not proposed for this scheme. A ballot is required for some developments when they are in receipt of GLA funding. This scheme does not have GLA funding at present and so does not require a ballot.

- 1.21 It is sometimes decided that regeneration projects should undergo a voluntary ballot but that is not thought to be appropriate in this instance. If GLA funding was awarded to this scheme in the future, the scheme would remain exempt from the requirement of a ballot as the known structural and condition issues with existing properties classes them as obsolete properties and this category of property is exempt from ballot requirements.
- 1.22 The purpose of a ballot is to establish the views of residents, this has already been done through the engagement work undertaken. Residents have expressed a clear preference for redevelopment and requested clarity on the next steps as soon as possible. A ballot vote would not provide further information and would delay the provision of clear decisions for residents.
- 1.23 Cabinet should be aware that to request a ballot at a later date would delay the progress of the design work and decision-making process. This is not in accordance with the wishes communicated by residents. It would also endanger the council's capability of taking action with the block by the Summer 2026 deadline.

2. Alternative Options Considered and Not Recommended

- 2.1 A summary of the alternative options considered but not recommended to Cabinet is provided below. The alternative options are set out in further detail in in the Strategic Outline Case in Appendix B.

Do Nothing

- 2.2 An alternative option is for the council to do nothing, this would mean that no action is taken to remediate the blocks or to redevelop them.
- 2.3 This option is not acceptable because it retains the LPS blocks as they are and would not meet the statutory health and safety obligations of the council as landlord and the associated health and safety risks.
- 2.4 It does not meet the needs or preferences of those living within the blocks or fulfil the council's duty as landlord.

Remediation Works

- 2.5 This option would retain the existing homes as they are but undertake the repairs and remediation works to bring them up to the minimum required standard.
- 2.6 This option was presented to residents as one of the options which could be considered. The majority of residents were not in favour of this option; out of the 23 households spoken to, no households identified remediation as their preferred option.
- 2.7 Residents would still need to leave their homes for approximately 18 months.

- 2.8 The works would be to bring the block to a minimum standard. They would not protect against future work requirements. It is highly likely that additional works will be required following the conclusion of the remediation works.
- 2.9 The works are disproportionately expensive in comparison to the improvements they will achieve.
- 2.10 There is no budget currently identified to provide these remediations and if this option was progressed then it would have a significant impact on the council's budgets.
- 2.11 Leaseholders would be required to pay for a proportion of the works. These costs are likely to be substantial and have a high impact on those who own homes on the estate.

3. Post Decision Implementation

- 3.1 On behalf of the council, Barnet Homes will procure a design team through a compliant procurement process following the Barnet Group's procurement rules.
- 3.2 The design team will create a design for the area.
- 3.3 The Local Planning Authority will be consulted throughout the process including through a formal pre-application. This will ensure that all possible steps are taken to ensure that a scheme is developed which is predicated to achieve planning permission.
- 3.4 An Outline Business Case will be brought to Cabinet for further approval before the planning application is submitted. This Outline Business Case will confirm the number of units which are proposed to be delivered if the planning submission is successful.
- 3.5 The Outline Business Case will also include information on the delivery options for the scheme and recommend a preferred delivery route to be developed further. The commencement of this delivery option will then be subject to a Full Business Case before any agreements or contracts are entered into.
- 3.6 Engagement with the local community will continue throughout the design process. This will include both discussions with individuals regarding their personal housing situation, as well as asking for their involvement in the design process to ensure that local residents' needs are taken into consideration. Secure tenants will have the right to return to a "like for like" home in any development that is completed. "Like for like" means that the new property will have the same number of bedrooms as the properties they currently occupy.
- 3.7 Direct negotiations with leaseholders will commence following the delegated approval of the leasehold offer by the Director of Growth. This will create an offer for leaseholders for the direct purchase of their homes by agreement.

- 3.8 Barnet Homes will work closely and flexibly with individual households to find suitable alternative homes for residents but If tenants are unwilling to accept the offers presented to them, then the council will procure legal advice and follow this advice to secure vacant possession of the tenanted units through the issue of the appropriate notices.
- 3.9 If negotiations to acquire the leasehold units by agreement are not successful, authority to commence a Compulsory Purchase order will be sought from Cabinet.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 Our Plan for Barnet 2023-26 is centred around being a council that cares for people, our places, and the planet:
- Under the Places priority the project will help to achieve the ambitions to deliver quality, affordable homes and to work in partnership with local people to ensure that changes make better places, that integrate well with surrounding areas.
 - Under the Planet priority it will support our journey to net zero.
- 4.2 The project will also support the following themes of the council's new Housing Strategy:
- Prevent homelessness and support rough sleepers off the streets.
 - Deliver the right homes in the right places.
 - Ensure safe, sustainable council housing.
 - Support living well by promoting healthy homes and wellbeing.
- 4.3 The redevelopment of Stanhope and Holmsdale House will replace existing housing stock with units meeting modern building and sustainability standards and is projected to provide an increased number of affordable homes. This project will support all three of the objectives of caring for our people, places, and planet and in particular the ambition to deliver 1,000 homes at 50% of local market rents or lower.

Corporate Performance / Outcome Measures

- 4.4 The development will deliver an increased quantity affordable rented homes towards the council's 1,000 homes commitment.

Sustainability

- 4.5 The environmental impact of the project will be considered in further detail at Outline Business Case stage. The redevelopment of the blocks will support the council's sustainability strategy, including in relation to the areas identified below.

- 4.6 The aspiration of Barnet’s emerging Sustainability Strategy is to build new social housing and to increase existing housing stock to a minimum EPC of ‘B’ adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.
- 4.7 The new Sustainability Strategy identifies that 58% of emissions within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of ‘D’, the retrofitting of the existing housing stock would struggle to reach the ‘B’ target rating in the case of Stanhope and Holmsdale House. The redevelopment will provide housing that meets or exceeds the target efficiency rating.
- 4.8 Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.
- 4.9 These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.
- 4.10 Barnet Homes closely monitors the evolving building regulations, in particular, the emerging Future Homes Standard and will update its Employer’s Requirements accordingly to address, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

Corporate Parenting

- 4.11 No Corporate parenting issues or conflicts have been identified.

Risk Management

- 4.12 The main business and service risks associated with the potential scope for this project are noted below.

4.13 Stakeholder Engagement Risks

- Risk: **Residents are unwilling to engage with the engagement team.**
- Mitigations:
- Instinctif have already been appointed and involved in the engagement with residents. The level of engagement has been high. The team will continue to engage via a variety of different mediums in order to reach as many residents as possible. Should residents start to become disillusioned with the process then solutions such as the appointment of an independent tenant’s advisor will be considered.

- The same principles of early engagement will be used in reaching any future stakeholders identified.
- Risk: **Support for the scheme starts to decrease.**
- Mitigations:
 - early engagement has already commenced to ensure that residents remain aware and involved in the process and so that they understand the steps that have led to the decision that are made.
 - Information will be clearly communicated to ensure that residents have what they need to form balanced, well-informed opinions.

4.14 Financial Risks

- Risk: **costs exceed the expected budget**
- Mitigations:
 - Modelling will be undertaken on an on-going basis to take account of changes such as market values, development, and construction costs.

4.15 Delivery Risks

- Risk: **The Summer 2026 deadline for taking action with the building is missed.**
- Mitigations:
 - Timely instructions from Barnet Council
 - Ensure regular programme reporting is requested and monitored.
 - Ensure that the correct approvals are in place to allow decisions to be implemented in good time.

4.16 Legal Risks

- Risk: **That there are title issues with the site and the Council does not have clean legal title.**
- Mitigations:
 - Specialist legal advice will be obtained.
 - Included in budget allowance.
- Risk: **Residents do not engage with staff and are unwilling to move out from or sell their homes.**
- Mitigations:
 - Early engagement with leaseholders and the adoption of compulsory purchase order rules to encourage agreement without resorting to a formal compulsory purchase order.

Insight

- 4.17 Barnet has the second largest population of all London boroughs but has the 6th lowest stock of social housing.

- 4.18 There are growing pressures in terms of housing and homelessness in the borough. Barnet Council and Barnet Homes have worked successfully to reduce the number of households in temporary accommodation (TA) through a successful programme of homelessness prevention activities. This has resulted in the number of households in TA reducing from 2,936 in November 2016 to 2,076 in August 2022 (the lowest in 10 years). Since then, the number of households in temporary accommodation has been rising. At the end of November 2022, Barnet had the 9th highest number of households in TA across London.
- 4.19 The Housing Options team is projecting an increase in temporary accommodation this year as follows:
- 4.20 Overall, temporary accommodation – from 2,202 households in March 2023 to between 2,350 & 2,600 in March 2024.
- 4.21 Emergency temporary accommodation – from 374 households in March 2023 to between 680 & 918 in March 2024.
- 4.22 Thirty percent more homelessness applications were opened in 22/23 than in 21/22; and in Q3 and Q4 22/23, the number of applications opened was 50% higher than the same period in the previous year.
- 4.23 The recommendations within this report will help support the provision of high-quality affordable housing to assist with homing Barnet residents living in temporary accommodation.
- 4.24 The case to redevelop has been informed by data in relation to the resident feedback acquired by the engagement process summarised in Appendix C. It has also been informed by the financial case which indicates that redevelopment is likely to provide better value for money in the long term than remediation works due to the projected lifespan of the buildings.

Social Value

- 4.25 Ensuring the utility of existing assets and estates, supporting local needs by helping to provide suitable and safe accommodation for residents.
- 4.26 We will continue engaging with residents to ensure they are safe and supported through the decision process.
- 4.27 We will continue involving residents with the decision process to ensure that they are empowered and involved in any decisions that are made.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 The funding for this project forms part of the larger HRA 250 Capital budget which was previously agreed at as part of the wider HRA business plan.
- 5.2 A revised budget allocation within the approved budget was agreed by Capital Strategy Board on 31 October 2023 as part of a review of the different project allocations within the wider budget. The allocated budget is sufficient to cover the steps required to achieve planning permission and complete the acquisition of the leasehold properties.
- 5.3 This is subject to procurement of the design team and the results of leaseholder negotiations. The budget for the next stage of works after planning will be approved at a later date by Cabinet alongside a business case. The budget for this is not currently included within the HRA 250 budget.
- 5.4 The budget for this stage of works up to planning is funded by borrowing but the team will seek to apply for grant funding should any become available for which the scheme is eligible.
- 5.5 Additional funding will be required for the delivery of this project should it progress to the Outline Business Case and Full Business Case stages. This is because the remainder of the HRA 250 capital budget has been assigned to different projects. This future funding of the delivery of this project will be explored further at the future stages of this project.
- 5.6 No additional staffing requirements have been identified at this stage. Any requirements for future project funding or resourcing will be subject to further approvals.
- 5.7 The appointment of the design team will be tendered in compliance with UK public procurement legislation and the Barnet Group's contract procedure rules. Appointments will be made within the project budget and will not exceed it without further approval being sought.
- 5.8 If necessary, a bid request for additional funding will be presented to Capital Strategy Board and Cabinet for approval. There is no requirement for this foreseen at this stage.
- 5.9 Barnet Homes have established teams with the required experience to deliver this project. Barnet Homes manages the existing estate on behalf of London Borough of Barnet. They have successfully engaged with residents and leaseholders before, during and after works are completed.
- 5.10 Barnet Homes will manage the project in accordance with the LBB project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

5.11 No additional IT or property requirements have been identified.

6. Legal Implications and Constitution References

6.1 Under Part 2D of the Council's constitution, Cabinet is responsible for

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council.
- Monitoring the implementation of the budget and financial strategy.
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council.
- Approving policies that are not part of the policy framework.
- Management of the Council's Capital Programme.
- All key decisions - namely: an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.

6.2 A decision is significant for the purposes of above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

- award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules this may be done via the Procurement Forward Plan.

6.3 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

6.4 As a company owned by Barnet Council, Barnet Homes are subject to public procurement rules. Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, including the conduct of a compliant procedure in accordance with the principles of transparency, equality of treatment, fairness, and non-discrimination, as well as the placing of relevant public procurement notices.

6.5 A Compulsory Purchase Order may be required if leaseholders are not willing to vacate their properties. This will be subject to further Cabinet approval.

7. Consultation

- 7.1 As per the previous Housing and Growth Committee approval, the last period of works focused on informing the residents of Stanhope and Holmsdale House on the options that are under consideration for the estate and gathered their opinions about the proposals.
- 7.2 A full resident engagement report undertaken by Instinctif is attached at Appendix C.
- 7.3 The report shows that the strategy to contact residents was highly effective with residents of 96% of residents spoken to.
- 7.4 Of those spoken to who were happy to share an opinion 85% were in favour of redevelopment.
- 7.5 Of those spoken to who were happy to share an opinion no one was in favour of remediation.
- 7.6 Of those spoken to who were happy to share an opinion 15% were unsure and wanted more information including on what would be built in the case of redevelopment and what housing would be offered to them. This information cannot be provided until the project progresses.
- 7.7 These results clearly show that redevelopment is the preferred option to be progressed and that the majority of residents have understood and engaged in what is happening to their homes.
- 7.8 To progress with redevelopment would meet the preference expressed by those who expressed a preference for redevelopment and those who wanted more information to be produced. This equates to 100% of those who engaged with the process.
- 7.9 To progress with remediation would meet the preference expressed by those who expressed a preference of remediation and those who wanted more information to be produced. This equates to 15% of those who engaged with the process.
- 7.10 The figures for engagement include the responses of both council tenants and resident and non-resident leaseholders.
- 7.11 There are three properties occupied by private tenants within the two blocks. These residents were included in all communications and fully involved in the engagement process, however, their preferences for the next steps forward were not included in the statistics of the report. There is a need for all residents to move out of the properties whichever option is progressed. This will likely lead to the ending of private tenancies either way. Additionally, their inclusion creates confusion over the level of engagement as two different representatives would be counted for one property. Private tenants will continue to be included in all engagement events and will be provided with advice and information by Barnet Homes staff.

- 7.12 This engagement will continue as part of any future route that is chosen to progress the scheme.
- 7.13 The principles followed for the consultation were in line with the Mayor of London's best practice guidelines, a description of which and its application is contained in Appendix C.
- 7.14 There is no GLA funding allocated to this project, nor is there funding from any other sources, although funding may be applied for closer to the delivery of the new development.
- 7.15 There is no requirement to undertake a ballot in order to progress with the option to redevelop Stanhope and Holmsdale House because there are no funding requirements.
- 7.16 Additionally, the existing homes are considered to be obsolete under the GLA's funding definitions due to the structural issues and so would be excluded from any such requirements.
- 7.17 It could be considered that a ballot be undertaken voluntarily, however, this is not thought to be in the best interest of residents. Feedback has clearly shown a preferred option and residents have asked that they receive timely information and certainty over the future of their homes. This information and certainty could not be offered until a ballot was undertaken and concluded.
- 7.18 The engagement undertaken and proposed for the next stages of the project aims to incorporate all the engagement stages of a ballot, other than the ballot vote itself. It is therefore thought to be sufficient and in line with best practise as the benefits of the ballot process are being achieved without the impact on the programme that the formal ballot process would have.
- 7.19 It is not proposed that a ballot will be held for this site, and it should be understood that requesting one at a later date will negatively impact residents and limit the possibility of achieving the Summer 2026 deadline.
- 7.20 Engagement with residents will continue both to ensure that they are kept informed about how their existing homes are affected and also to involve them in the design process for their future homes.

8. Equalities and Diversity

- 8.1 Under the Equality Act 2010, the Council must have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
 - b) advance equality of opportunity between those with a protected characteristic and those without.

c) promote good relations between those with a protected characteristic and those without.

- 8.2 The 'protected characteristics' referred to are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.
- 8.3 The Council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.
- 8.4 The project team will take a proportionate approach to equalities, and this will be refined in the Outline Business Case, at which point a full Equalities Impact Assessment (EqIA) will be completed. This will be updated at the Full Business Case stage and as the project progresses.
- 8.5 It is not envisaged that there will not be any disproportionate impact on any individuals or groups as a result of the implementation of the approvals recommended within this paper.
- 8.6 The engagement process was planned to ensure as many people were reached as possible. Actions to reach people included:
- 8.7 Drop-in sessions at different times including evening, drop ins held at Stanhope and Holmsdale House to ensure they were close to people's homes. email responses and phone appointments made available. Translation services available and appointments open to friends and relatives of residents to support their relations.
- 8.8 Materials accessible both online and by post.
- 8.9 Door knocking and home visits to ensure that everyone was aware and able to access support.
- 8.10 The successful application of this is demonstrated by the high engagement rates thus far.

9. Background Papers

Housing and Growth Committee, 6 January 2020, Housing Revenue Accounts Business Plan

[Agenda for Policy and Resources Committee on Monday 6th January, 2020, 7.00 pm \(moderngov.co.uk\)](https://www.moderngov.co.uk/Agenda/2020-01-06/Agenda-for-Policy-and-Resources-Committee-on-Monday-6th-January-2020-7.00-pm)

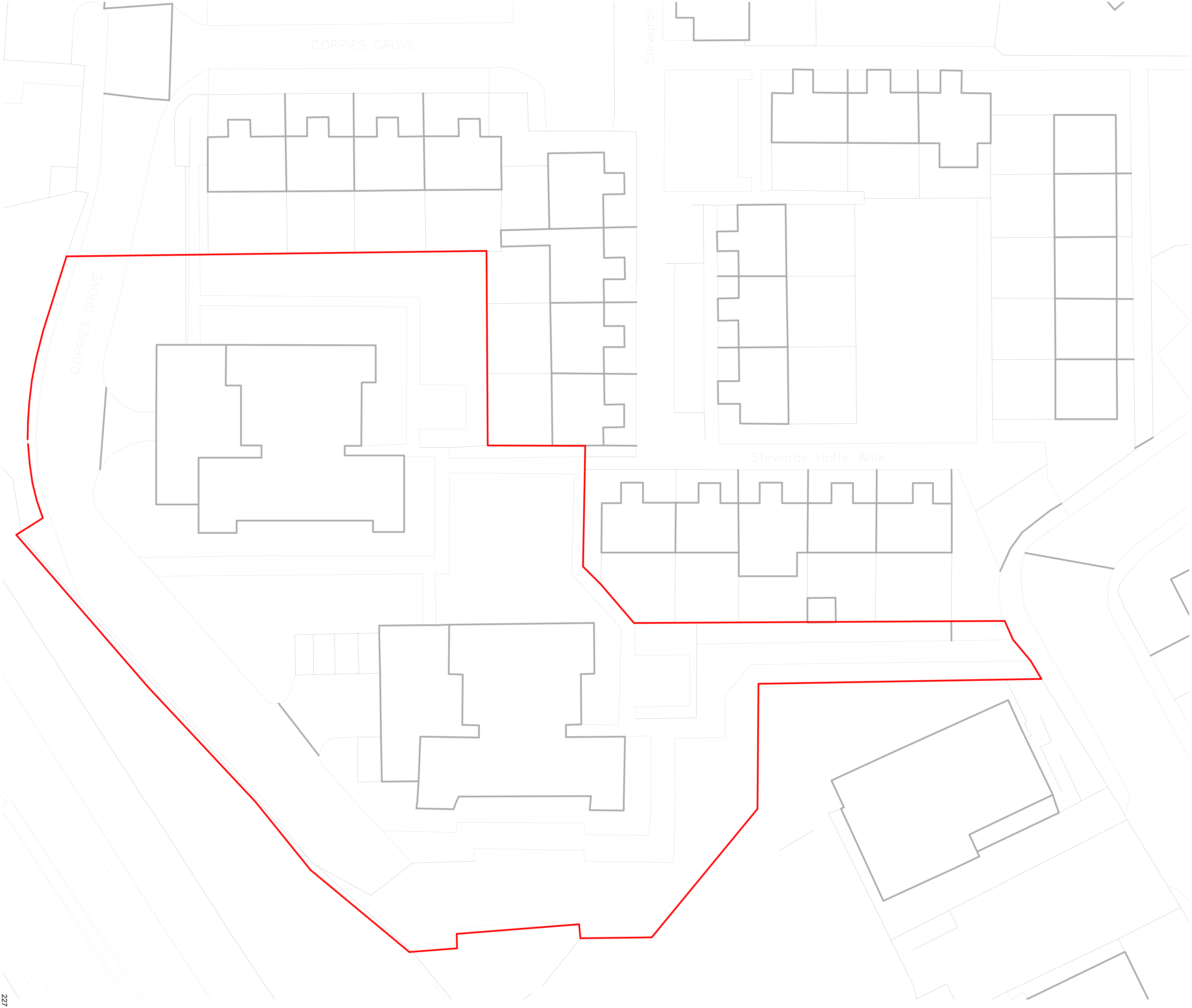
Policy and Resources Committee, 19 February 2020, Business Planning 2020-25 and Budget Management 20/21:

[Agenda for Policy and Resources Committee on Wednesday 19th February, 2020, 7.00 pm \(moderngov.co.uk\)](https://www.moderngov.co.uk/Agenda/2020-02-19/Agenda-for-Policy-and-Resources-Committee-on-Wednesday-19th-February-2020-7.00-pm)

Housing and Growth Committee, 16 November 2022 – Large Panel System Block Analysis.

[Agenda for Housing and Growth Committee on Wednesday 16th November, 2022, 7.00 pm
\(moderngov.co.uk\)](https://www.moderngov.co.uk)

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 All setting out to face of structure or to grid.
 For setting out and specification of M&E services refer to M&E Consultants documents.
 For setting out and specification of structure refer to Structural Engineer's documents.

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Diespeker Wharf 38 Graham Street London N1 8JX 020 7336 7777 forename.surname@ptea.co.uk @ptearchitects www.pollardthomasedwards.co.uk				
Pollard Thomas Edwards				
project	job number	drawn	scale	date created
Coppies Grove Estate	21-041	DT	1 : 200@A1	Nov '22
drawing title	drawing number	revision	status	
Existing Site Plan	CPG- PTE- ZZ-ZZ-DR-A-99001	P1	S2	

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Stanhope and Holmsdale House Strategic Outline Case -Public

Name:	<i>Sally Potvin</i>
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Date:	<i>14 November 2023</i>
Service / Directorate:	<i>Barnet Homes</i>
Version	<i>1</i>

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1. Introduction

Extensive structural investigations of blocks constructed using the Large Panel System (LPS) technique revealed that major remedial works and therefore capital investment was required on two blocks of flats, these blocks are Stanhope House and Holmsdale House on the Coppies Grove estate.

This report is the strategic outline case for Stanhope and Holmsdale House.

Structural investigations determined that the blocks did not meet current required standards of structural integrity and significant remediation works were recommended in the medium term. To address the issues in the immediate to short term, recommendations were completed at Stanhope House and Holmsdale House. The short-term works included replacing heating systems to enable a disconnection of piped gas to the blocks, enhanced fire safety measures and perimeter protection.

It was necessary for tenants to permanently move out of the maisonettes on the top floors of both blocks due to fire safety issues. These properties have been left void and are not suitable for reletting.

The study concludes that both blocks require significant further capital investment to undertake structural strengthening work. Expert recommendations are for this work to be started by Summer 2026 for both Stanhope and Holmsdale House. Estimated costs for the remedial works, consequential expenses and other likely works are circa. £8m.

An options appraisal was brought to Housing and Growth Committee in November 2022. It was approved that engagement would take place with the tenants and leaseholders to explain the reasons works are necessary and the options being considered.

The carefully designed engagement process has ensured that residents' views were heard, and they have been included in the decision-making process leading to a choice on the solution that Barnet Homes and the council ultimately proceed with.

In order to progress with the next steps, resident engagement will continue with a greater focus on creating offers and finding alternative accommodation for residents for the duration of the works.

A design team will also now be procured and appointed in order to bring forward the preferred option of redevelopment.

2. Business Drivers

Following the Grenfell Tower fire, Barnet Homes undertook an analysis of its large panel system (LPS) blocks. This study identified several blocks that were in need of structural remedial works. Two of these are located on the Coppies Grove Estate. These two blocks are

Stanhope House and Holmsdale House. Whilst these blocks were considered a lower risk generally than some LPS blocks identified elsewhere in the borough, due to the fact that they are only four storeys high, investigations determined that the blocks did not meet current required standards of structural integrity and significant remediation works were recommended in the medium term. To address the issues in the immediate to short term, recommendations were also made for mitigation measures and these works were completed earlier in 2023.

It was ascertained that it would not be necessary for the entirety of the blocks to be decanted immediately for the safety of residents and that some residents could remain in the blocks for the immediate future provided short term mitigation works were completed. However, all residents would have to be temporarily rehoused for approximately 18-months whilst works are completed.

There are properties which cannot be occupied in both block due to the lack of an adequate means of escape for the properties on the upper floors. These properties are void and cannot be relet without significant works that will significantly decrease the living area of the flats. Due to this and other building condition issues, there are eight empty properties in the two blocks. There are 26 council owned social rented properties within the two blocks but only 18 of these can be let at present. The blocks are not delivering their primary purpose of providing good quality affordable housing.

The high cost of works led to the decision that it would be prudent to explore the alternative options available as alternatives to remediation. The November 2022 Housing and Growth approval authorised that the two most viable options of remediation or redevelopment should be presented to residents so that they could be involved with all of the steps and decision-making process that leads to the eventual outcome for the LPS blocks.

This Strategic Outline Case sets out how the preferred option of redevelopment can be taken forward in order to ensure that the LPS block issues are resolved, and the Summer 2026 deadline is not missed.

3. Intelligence and Insight

LPS methods of construction using concrete panels that were manufactured off-site were promoted in the 1960s as modern methods of construction that were less expensive and less labour intensive, thereby delivering multi-storey blocks in shorter timescales.

The lessons that local authorities and landlords continue to learn following the tragedy at Grenfell Tower have served to spotlight the potential shortcomings of this type of construction and there can be no debate over whether action should be taken, it is simply a matter of which course of action.

The resident engagement exercise undertaken has clearly identified that a clear majority of residents would favour the redevelopment of the blocks rather than a course of remediation. This opinion was held by both residents and leaseholders.

As mentioned, the remediation costs for the works would be significant. Leaseholders would likely be responsible for a proportion of these costs. Many leaseholders spoken to were concerned about the impact such costs would have on them. The issues identified with the blocks make them potentially very difficult to sell, leaving leaseholders with very few options. A redevelopment of the site will provide them with a fair and justified offer for the sale of their properties. Whilst it is still recognised that this will still be a difficult time for leaseholders, it is felt that redevelopment meets the majority of leaseholder interests better than the other options and this is reflected in their comments from the engagement process.

Tenants are also being negatively impacted by the problems with the blocks and do not have the option of changing properties. Whilst a remediation of the blocks would address some of the issues, it would not bring the blocks up to a modern build standard. Residents would still be disrupted by the move from the properties and would then return to their original flats and potentially be faced with more works upon their return. The development option will give tenants the chance to return to the site of Stanhope and Holmsdale House and move into a new build property that they were involved in the design process to create. This is the preferable option identified by tenants.

3.1 Stanhope House and Holmsdale House – Coppies Grove Estate, N11

Existing estate

There are two blocks in need of structural remedial works on the Coppies Grove estate, Stanhope House and Holmsdale House. These are two four storey blocks with an additional floor of undercroft parking at lower ground floor level.

The Coppies Grove Estate is located in N11 in Brunswick Park ward. The nearest tube station is Arnos Grove on the Piccadilly line. The nearest mainline station is New Southgate.

The existing estate comprises of 112 existing residential properties, in a number of low-rise blocks and houses, across approximately 2.3 hectares. The residential accommodation is fully occupied aside for short-term voids in between tenancies, with the exception of eight flats in Stanhope and Holmsdale House.

The proposals of this Strategic Outline Case are in reference to Stanhope and Holmsdale House. There are no current plans for a full estate regeneration of the other residential properties on the estate at this time.

Stanhope House and Holmsdale House are at the South end of the estate on the boundary near to St Paul's Church of England Primary School, and the LBB Oakleigh Depot.

There are 32 flats in the existing blocks. 16 in Stanhope house and 16 in Holmsdale House. Eight of the flats are already vacant and they will remain vacant unless significant works are undertaken, or they are demolished. There are 24 occupied properties, 18 of these are occupied by tenants. There are six leasehold properties, of which three are resident and three are non-resident leaseholders.

Existing Tenure Mix:

	Stanhope House	Holmsdale House	Total
Properties	16	16	32
Leaseholders	4	2	6
Secure tenancy	10	8	18
Vacant due to safety and condition concerns	2	6	8
Total Occupied Properties	14	10	24

In addition to the above residents, there are three known private residents living in the non-resident leaseholder properties. They were also spoken to as part of the engagement process and were able to express their opinions and be kept up to date with the proposals for the estate.

Required remedial works

A Stage 1 report of the LPS constructed blocks was issued in June 2020. This study analysed the structure of the existing buildings of Stanhope and Holmsdale. It also provided a visual condition survey and recommendations for further investigation and assessment. As a result of this a further, more detailed assessment was undertaken in January 2021. This report concluded that there was a risk that a proportion of the building would be at risk of disproportionate collapse if subjected to an abnormal load of 34kN/m². It recommended that this could be remedied through strengthening works, and these could include either:

- 1) The fixing of steel straps or carbon fibre plates to underside of floor slabs and both sides of RC walls to enhance the flexural strength of these elements.
- 2) The installation of steel frames to provide additional support to RC floor slabs and walls.

In addition to the structural problems, other issues have been identified with the blocks that will also require repairs. Most notably a fire safety assessment noted an insufficient means of escape from the upper floor maisonettes. As a result of this and to ensure the safety of residents, the five tenanted upper storey maisonettes were all offered voluntary rehousing and have all moved permanently to an alternative council home. Three leasehold properties on the upper floors, two owner occupiers and one sub-let, have been fully informed of the fire safety assessment including the recommendation to install additional means of escape measures within the flats. All properties currently remain occupied with leaseholders holding the responsibility for any works.

In addition to the means of escape requirements, there are also the aforementioned structural issues with both blocks. The blocks have been identified as at risk of disproportionate collapse and short-term mitigation works were recommended and have been delivered to ensure that the risk does not warrant a decant of the blocks, however, structural repairs will be required in the medium term. Residents will need to be rehoused for a period of approximately 18-months to enable works to take place. The flats also require significant repair and maintenance works and carbon reduction works in addition to the structural works and such work would sensibly be combined with the structural works whilst the blocks were vacant. The cost of all works is estimated to be in excess of £8 million.

These figures are an early estimate and subject to change following further investigation. This will include additional survey work and tender returns from any proposed contractors. These costs do not include the decant costs to remove the residents currently living in the blocks. Legal costs have not been included; these could be required if any residents are reluctant to leave to allow works to be undertaken.

The vast majority of the total costs are currently unbudgeted within the council's planned long-term maintenance budgets and asset management plans.

November 2022 Housing and Growth Committee decisions and implementation

In November 2022 the Housing and Growth Committee approved that the residents of Stanhope and Holmsdale House be engaged with so that they could be involved and understand what was being proposed for the estate.

Barnet Homes appointed an independent consultant to assist with the engagement process. All residents were invited to discuss the proposals and the options that were being considered. They were invited to give feedback, and this was recorded. The results of this feedback are included in the report that Instinctif produced which is attached at Appendix C.

All of the residents of the estate were contacted by letter and invited to make an appointment to speak with the Barnet Homes and Instinctif teams. Attempts were also made to reach residents by other means, including by telephone, email, door knocking and follow up letters. Meetings were held at a variety of times including evenings and weekends to ensure that as many people as possible could be reached.

It was explained to residents that the two options proposed for Stanhope and Holmsdale House:

- Remediation
- Redevelopment

It was explained to residents that both options would require that they leave their existing properties whilst work was undertaken. All secure council tenants were told that in the case of either option progressing, they will have the right to return to the estate. Either, to their

previous home if the remediation works are done or to a new home of with the same number of bedrooms as their existing homes.

The majority of residents spoken to stated that their preferred option was that the blocks should be redeveloped. This option was preferred by 85% of residents. This option is now being taken forward as the preferred option.

In order for this option to be progressed, authorisation is being sought from Cabinet to procure and appoint the design team, to begin finding alternative homes for tenants and to acquire the leasehold properties through a leasehold offer and private treaty.

Decant strategy

Prior to the works period tenants will have private meetings and detailed discussions with Barnet Homes officers. This will inform the alternative housing that they will receive. An overview of the likely next steps was discussed with residents during the resident engagement meetings. A more detailed case by case analysis is proposed for the next stage of the process.

Details of each household's requirements will be collected, and subsequent offers made. The decant period is significant and residents were warned that it could be several years from the initial tenant appointments until they are able to return. It is envisaged that some residents may not wish to move back again at the conclusion of this period. However, all secure tenants will retain the right to return to the area of Stanhope and Holmsdale House once works are complete.

It is hoped that suitable homes can be found for all residents and that they agree to move out of Stanhope and Holmsdale House, however, due to the need for residents to move out for their own safety, it may be necessary to serve legal notice to residents to ensure that they leave the properties so that action can be taken before Summer 2026. Legal advice will be sought on this should notices be required.

The redevelopment of the estate will require the purchase of the six leasehold flats. An estimate for the purchase of the properties has been included in the proposed budget for redevelopment.

The initial response from the majority of leaseholders has been positive towards the redevelopment of the estate, this was consistent between both resident and non-resident leaseholders. Several indicated that it would be hard for a prospective buyer to obtain any finance against purchasing a flat on the estate due to the structural issues. This impact on their inability to sell their property should they want to, combined with the prospect of high leasehold charges meant that redevelopment was the preferred option for many.

It is hoped that suitable agreements can be reached for all leaseholders and that they agree to sell their properties. However, due to the need for residents to move out for their own safety, it may be necessary to serve a compulsory purchase order should they indicate that they not be willing to accept an offer or move from the property. This will be subject to a future Cabinet approval, should it become necessary.

4. Options Considered

4.1 Options ruled out

Do nothing

This option retains the LPS blocks as they are without pursuing either remediation works, or redevelopment works. This option is not considered to be viable due to the statutory health and safety obligations of the council as landlord and the associated health and safety risks.

4.2 Options for consideration

This Strategic Outline Case (SOC) seeks to identify the options available for how to progress with resolving the technical issues faced at these LPS blocks. Two options for the course of action remain the same as they were at the previous approval stage presented to Housing and Growth committee in 2022. The difference now being that the opinions of residents have been collected and taken into account when making a recommendation of what to do next.

- **Option 1** – Remedial works
- **Option 2** – Redevelopment

Option 1 – Remedial works

This option would retain the existing homes as they are but undertake the repairs and remediation works to bring them up to the minimum required standard. This option was presented to residents as one of the options which is under consideration.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Would enable residents to return home. • Would buy an estimated extra 30 years lifespan to the stock. 	<ul style="list-style-type: none"> • Funding of in excess of £8m required to rectify the issues with the existing buildings, currently not accounted for within the HRA. • Residents will need to be decanted and provided with alternative accommodation to allow for repair works to be undertaken. • Potential high-cost burden to leaseholders • Residents indicated that they were not in favour of this option.

Option 2 – Redevelopment

This option would redevelop the areas where the blocks are currently located. This would require all existing residents to be rehoused so that the blocks could be demolished, and a new development built. This option was presented to residents as one of the options which is under consideration.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Additional affordable housing units created and owned by Barnet Council delivering future rental income into the HRA. • Help to meet the Labour manifesto commitment of 1,000 new affordable homes. • Would mitigate technical health and safety issues and avoid cost of remedial works. • Opportunity to make estate improvements. • Homes would be replaced with high-quality, sustainable accommodation to modern construction standards. • Secure tenants will have the option to return to a like for like property upon completion of the build. • Residents indicated that this was their preferred option. 	<ul style="list-style-type: none"> • Pressure on the HRA to fund the scheme. • Permanent decant and acquisition of the leaseholds in the existing blocks, may cause local opposition. • Market conditions will make viability a challenge.

4.3 Consultation on Options

Instinctif partners put together a comprehensive engagement plan to inform residents about the two available options for their homes. This engagement process followed best practise guidelines. The council published a statement of community involvement, most recently updated in 2018. This process would normally occur in the period directly leading up to a planning submission. However, it was decided that residents would benefit from early engagement in this case.

The engagement with residents supports the LBB policy that any new developments should be designed “in partnership” with residents.

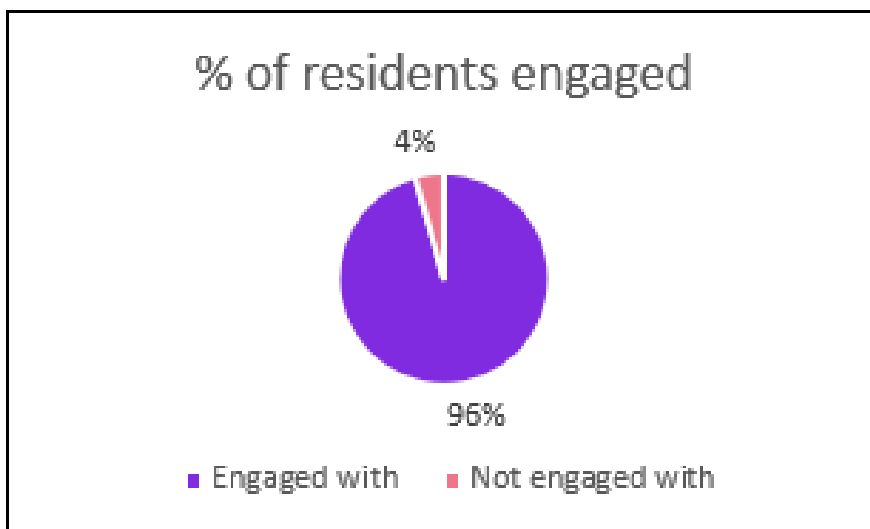
The engagement process was also informed by the Mayor of London’s Good Practice Guide to Estate Regeneration 2018, following the four key principles of ensuring that the

engagement programme is: transparent, extensive, responsive, and meaningful. Further details of how this can be done are included in section 3.6 of Appendix C.

The central themes of both the policies of Barnet council and the Mayor of London were central to the engagement process to ensure that the needs of residents were promoted as the highest priority in the process.

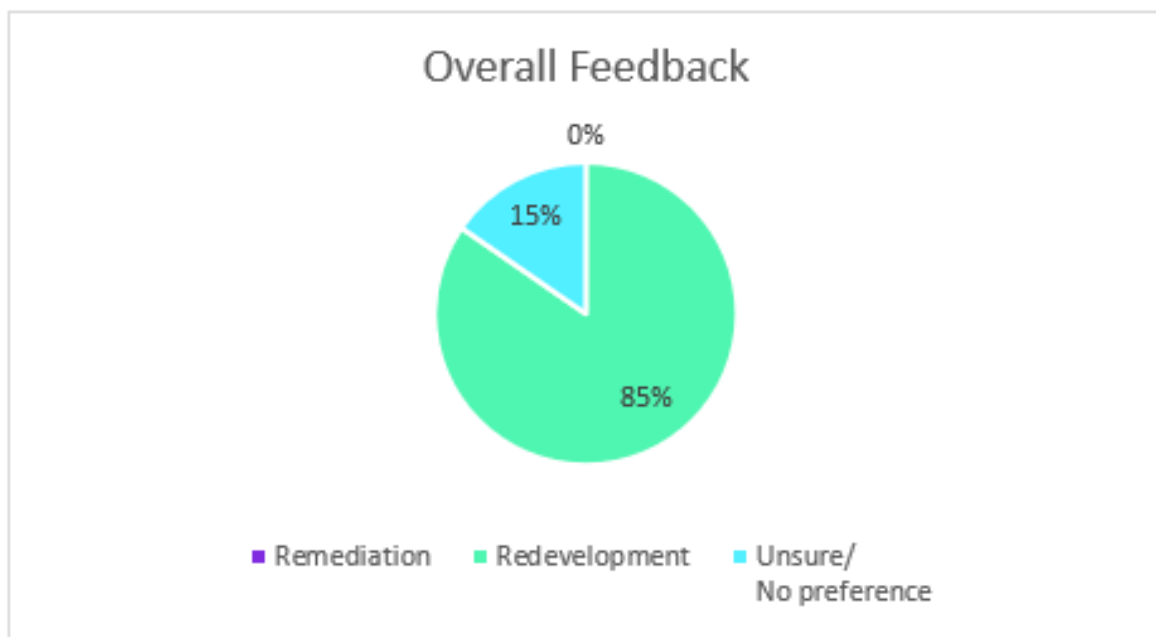
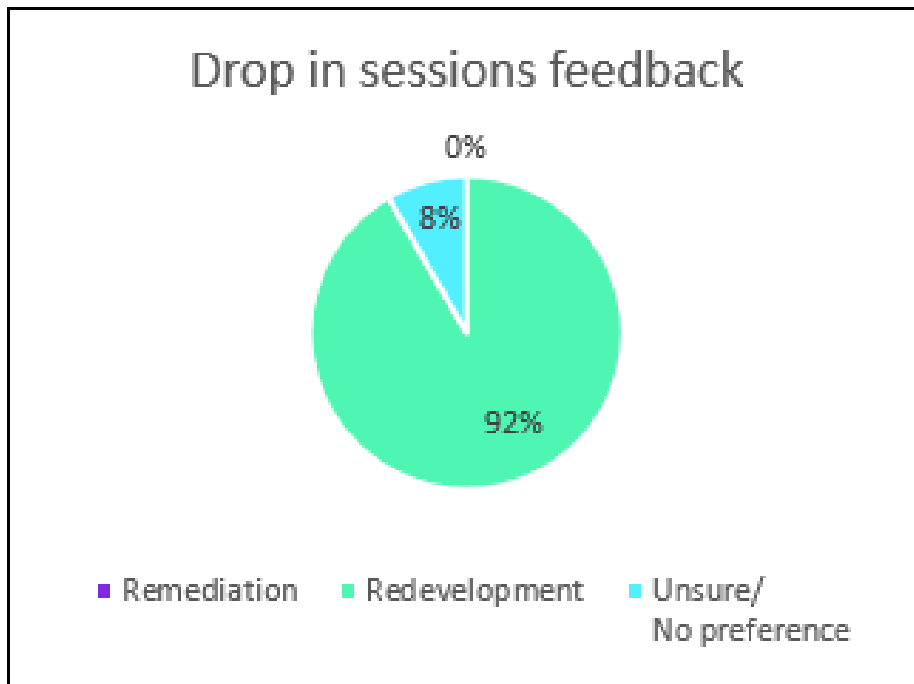
The resident first approach was launched with an initial letter to all residents in June 2023. This initial letter aimed to be transparent from the outset and provided a summary of the two options for the estate. Residents were offered a choice of dates to attend an appointment-based event with Barnet Homes staff and members of the Instinctif team. The letters were hand delivered to ensure safe delivery. This was followed up with a door knocking exercise three weeks later and a follow up letter. The door knocking ensured that the majority of households were spoken to in person to ensure they were aware of the event.

Representatives from all households bar one attended the events in person, this is a 96% engagement rate of the occupied properties and is considered to be an exceptionally high rate of physical attendance, though it should be noted that this includes the private tenants occupying the non-resident leaseholder properties. The non-resident leaseholders did not attend the events in person, however they and the household who was unable to attend were contacted by email, phone or spoken to in their own homes. This means the 96% of leaseholders and council tenants engaged with the process as well as three private tenants.



Feedback was first captured in person at the events and then subsequently across all the feedback types received.

This approach was taken to ensure that all residents had a chance to express their options given that some demographics may have a preference for different methods of communication. The results of the engagement clear preference for the option of redevelopment.



The most frequent comments and questions raised by residents are captured in Appendix C. These queries were answered where the answers can be known at this time. Where the questions require the project to progress in order for answers to be given, these questions will help to form the basis for the next phase of consultation.

Understandably one key area of questioning and concern was in regard to what all of this will mean for the residents and their households. They want to know what will happen to them, where will they be living and when will the next steps take place. This supports the proposals that the next steps are moved forward with, and a preferred option progressed so that more details are known.

The engagement process has identified redevelopment as the resident's preferred option and therefore it is the recommendation of this strategic outline case that design proposals are progressed and the conversations with residents are continued in order that resident questions and concerns are addressed,

5. Analysis - Five Theme Model

As this is a Strategic Outline Case, the preferred option has not yet been fully developed. More detail of the proposals will be included in the Outline Business Case and an analysis of how it meets with the five-case model will be provided at that stage.

The OBC will be prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, which comprises the following key components:

- the **strategic case** section – this sets out the strategic context and the case for continuing with the preferred option.
- the **economic case** section – this demonstrates that the Council has identified potential ways forward for delivering the project with the intention to optimise value for money (VFM) based on the optimum delivery solution.
- the **commercial case** section - this defines what the potential solution will look like.
- the **financial case** section – this highlights the proposed funding and solution for delivering the project.
- the **management case** section – this demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

Strategic Context

Our Plan for Barnet 2023-26 is centred around being a council that cares for people, our places, and the planet:

- Under the Places priority the project will help to achieve the ambitions to deliver quality, affordable homes and to work in partnership with local people to ensure that changes make better places, that integrate well with surrounding areas.
- Under the Planet priority it will support our journey to net zero.

The project will also support the following themes of the council's new Housing Strategy:

- Prevent homelessness and support rough sleepers off the streets.
- Deliver the right homes in the right places.
- Ensure safe, sustainable council housing.
- Support living well by promoting healthy homes and wellbeing.

The redevelopment of Stanhope and Holmsdale House will replace existing housing stock with units meeting modern building and sustainability standards and is projected to provide an

increased number of affordable homes. This project will support all three of the objectives of caring for our people, places and planet and in particular the ambition to deliver 1,000 homes at 50% of local market rents or

The council is also currently reviewing and implementing the Housing Strategy, The Homelessness and Rough Sleeping Strategy, The Housing Allocations Scheme and the Tenancy Strategy. The strategy for Stanhope and Holmsdale House will take these existing and emerging policies and strategies into account.

6. Summary of Key Risks

A risk assessment has been undertaken and involved the following distinct elements:

- Identifying all the possible business and service risks associated with each option.
- Assessing the impact and probability for each option.
- Calculating a risk score.

This is in line with the LBB corporate Risk Management Strategy, which uses the following matrix score risks:

I M P A C T	Score:		PROBABILITY				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost certain
5	Catastrophic	5	10	15	20	25	
4	Major	4	8	12	16	20	
3	Moderate	3	6	9	12	15	
2	Minor	2	4	6	8	10	
1	Negligible	1	2	3	4	5	

Risk	Controls and mitigations in place	Impact	Likelihood	Risk Score
Consultation				

There is a risk that residents will not want to move	<ul style="list-style-type: none"> • Appointment of an experienced communications consultant • Early engagement with residents • Provision of clear and accessible information 	3	4	12
There is a risk that existing residents, local councillors and other stakeholders not supporting the scheme.	<ul style="list-style-type: none"> • Early engagement with residents has taken place and will continue. • Instinctif have been appointed as communication consultants. • In addition, consider the appointment of an Independent Tenant and Leaseholder Advisor (ITLA) • Clear concise information should be circulated to residents and stakeholders 	4	2	8
There is a risk that if redevelopment progresses, then a ballot may be required	<ul style="list-style-type: none"> • The proposed development does not meet the criteria for a ballot. • Engagement with residents to explain the available options. • A clear consensus has been obtained demonstrating that development is the preferred option and that a ballot would have a negative impact on residents by delaying a clear course of action being communicated to them 	3	3	9
Financial				
There is a risk that the budget for the remediation works cannot be obtained	<ul style="list-style-type: none"> • The progression of the redevelopment option alleviates this risk as a remediation budget will not be required 	2	4	8
There is a risk that if redevelopment is progressed and the costs exceed the expected budget	<ul style="list-style-type: none"> • Modelling will be undertaken on an on-going basis to take account of changes such as market values, development and construction costs. • Alternative funding options are also being explored. 	4	3	12
Delivery				
There is a risk of delay to project delivery.	<ul style="list-style-type: none"> • Timely instructions from Barnet Council • Regular monitoring of the market conditions • Compare programme to BCIS benchmarks of similar projects. • Ensure regular programme reporting is requested and monitored. 	4	3	12
There is a risk that action is not taken before the deadline of Summer 2026	<ul style="list-style-type: none"> • Early engagement with the market and soft-market testing • Use of frameworks • Careful monitoring of the programme 	3	2	6
Legal				
There is a risk of title issues with the site at the Council	<ul style="list-style-type: none"> • High level title and site constraints reports have been prepared by HBPL. Barnet Homes/Capita Estates conclude there are no concerns with the 	4	2	8

does not have clean legal title.	<p>legal title that would deem the site undevelopable,</p> <ul style="list-style-type: none"> • HBPL have been instructed to undertake an update of the site constraints reports. 			
There is a risk that a Compulsory Purchase Order is required to obtain vacant possession.	<ul style="list-style-type: none"> • Specialist legal advice will be obtained. • Included in budget allowance. • Early engagement with leaseholders and the adoption of CPO compensation rules to encourage agreement without resorting to a CPO. • An authorisation from Cabinet will be requested to ensure that all due diligence is undertaken prior to any CPO implementation. 	4	3	12

7. Project Finance

The funding for this project forms part of the larger HRA 250 Capital budget which was previously agreed at as part of the wider HRA business plan.

A revised budget allocation within the approved budget was agreed by CSB on 31 October 2023 as part of a review of the different project allocations within the wider budget. The allocated budget is sufficient to cover the steps required to achieve planning permission and complete the acquisition of the leasehold properties.

A budget has been allocated to this scheme to cover the project stages up to achieving a planning permission and the leasehold acquisitions and home loss payments. It does not cover the stages of work beyond planning.

The estimates for the next stage of works will sit within this budget.

There will be a further budget requirement needed in order to deliver the proposed redevelopment. The HRA 250 Capital budget will fund this project up to planning approval, but the further funding of this project will not be covered by this budget as the remainder of the budget has been allocate to other projects. The options for delivery and funding will be presented at Outline Business Case stage. This will be informed by the planning application once it is known what volume of development is likely to be delivered on the site.

The cost of redevelopment cannot be known without undertaking further design work. Further analysis will be made if this could be funded through the HRA or delivered by Opendoor Homes or borrowing. Alternatively, it may be that this scheme is paired with another Barnet Homes scheme to make them a more attractive prospect to a development partnership. Cabinet will be asked to review and approve the progression of a delivery option at the next approval stage.

8. Procurement

Barnet Homes appointed Instinctif Partners to undertake an initial engagement plan. They are also appointed to assist with the engagement with residents. They were appointed in accordance with Barnet Homes procurement rules.

A design team will now be appointed to produce a design up to planning submission. This will then be submitted to planning following the approval of an Outline Business Case, this approval proceeding the submission will ensure that a viable delivery model has been identified and approved by Cabinet.

The design team will be appointed by Barnet Homes in accordance with their procurement rules. It is proposed that a framework is used for the higher value appointments such as the architect to minimise the time required for the procurement process and ensure delivery of the project in order to meet the Summer 2026 deadline.

9. Programme

It is anticipated that the design development will take approximately one year. During this time engagement will continue with residents and offers of alternative accommodation will be made to tenants. Offers for the purchase of their properties will be discussed and ideally agreed with leaseholders. There is a risk that the programme will be extended should it become apparent that a compulsory order is required. This concern is being addressed by early consultation.

Should it become apparent that a compulsory purchase order is required then it will be served as early as possible to allow the process to conclude in good time.

Stanhope and Holmsdale House

Completed November 2022	Current November 2023	Projected October 2024	Projected January 2025
<ul style="list-style-type: none"> • SOC for LPS block consultation presented to HAG committee. • Development of community engagement plan 	<ul style="list-style-type: none"> • Cabinet approval of the SOC for the redevelopment of Stanhope and Holmsdale • Commencement of the Procurement of a design team 	<ul style="list-style-type: none"> • OBC approval sought to submit the planning application. • Approval sought for the preferred delivery option 	<ul style="list-style-type: none"> • Planning achieved. • FBC approval requested to deliver the scheme

10. Customer engagement

The engagement of residents will again form a crucial part of the next steps for this project. It is helpful to consider the next stages of engagement in two strands.

The first will be concerning how residents are directly affected by the necessary decant of the blocks. This will mean individual engagement with all households. Secure tenants will be met with on an individual basis and given a chance to express everything they require and everything they want from the home that they are offered. These discussions are likely to be of a personal nature and so are best suited to private appointments so that individual circumstances can be discussed and taken into account.

All secure tenants will receive a one-off home loss payment to ensure that they have the means to acquire necessary items for the homes they move to. They will also receive access to moving facilities which will be paid for them.

A leasehold offer will be developed and following approval of this via delegated authority, it will be presented to leaseholders. They will meet with Barnet Homes officers to discuss the options available to them and to enter into discussions of what the offer will be for the purchase of their homes.

There are a number of households renting privately from the non-resident leaseholders. The council does not have a specific duty to provide services for these properties, however, it is acknowledged that they are also directly affected by the proposals. Barnet Homes will provide information and advice to any private tenants living on the estate to assist them to find alternative accommodation.

The second strand of the engagement will happen simultaneously to the first. This will be to involve residents and other stakeholders in the design process. Secure tenants will have the option to return to the estate once a new development has been completed. This means that they are important stakeholders for what is built as a replacement for the existing Stanhope and Holmsdale Houses.

The appointed design team will host a series of events, workshops and communications to gather feedback from residents as to what they want the new development to look like. This will not only allow residents to have their opinions incorporated into the proposals, but it will also keep them aware and engaged with how the scheme is progressing onto the next approval stages of scheme design, the development of the Outline Business Case and planning approval.

Document Control

Storage (File Path or Teams)	
Reference	
Version	
Date created	
Status	

Document History

Date	Version	Reason for change	Changes made by

Distribution List:

Name	Job Title	Date

Barnet Homes

Stanhope House and Holmsdale House, Coppies Grove, Barnet, London,

N11 1NX

Resident Engagement Programme- Report

October 2023

The purpose of this report

This report details the scope and methods used for engagement with residents at Stanhope House and Holmsdale House, about the future options facing residents of these buildings. The two that Barnet Homes have presented to residents are either extensive remediation work to the buildings, which is set out in more detail later in the report, or the complete demolition of the buildings and redevelopment.

This report also provides details of the feedback received from residents during the engagement process and the preferences that residents have given on the future options for the buildings.

The structure of this report

Section 1 – Rationale/background for the engagement process

Section 2 – Information about the two options for consideration

Section 3 – Policy context around good engagement

Section 4 – Methodology on the engagement process

Section 5 – The engagement process

Section 6 – The feedback from the engagement process

Section 7 – Barnet Homes recommendations for the estate

1. Rationale/ Background for the engagement process

- 1.1. Background: Stanhope House and Holmsdale House are Large Panel System (LPS) buildings built in the 1960s and are nearing the end of their practical residential lifespan. In recent years, following updated Government guidance on LPS buildings in the wake of the Grenfell tragedy, Barnet Homes has carried out extensive fire safety works.
- 1.2. Stanhope House and Holmsdale House both contain 16 properties each consisting of two bed flats.
- 1.3. For the purpose of this report, we are using the term residents to refer to those people living in the buildings as tenants of Barnet Homes as well as leaseholders who live in the buildings and those who privately rent. The vast majority of residents in this case are tenants of Barnet Homes. Of the 32 properties, 8 are now void, 18 are secure tenants with the remaining 6 leaseholders.
- 1.4. Given the age and condition of both buildings, a considerable amount of essential work is required to maintain them in a liveable quality for the foreseeable future.
- 1.5. There was an independent feasibility report carried out by Silver DCC Limited, a construction consultancy, on the 11th April 2022. The report concluded that as a minimum, extensive remediation was necessary given the current condition of the buildings. Another report by the property consultancy Capital Property and Construction Consultants Limited was carried out in June 2020 and a second part was completed in January 2021 which assessed the risk of disproportionate collapse. The report recommended structural strengthening works to the buildings should be undertaken.
- 1.6. Given the high costs and impact on resident's quality of life associated with extensive remediation, Barnet Homes have also presented residents with the option of redeveloping the estate.
- 1.7. Due to the short-term benefit, with further remediation works likely to be needed in years to come and the intrusive nature of remediation as a solution, Barnet Homes believe that the rebuild option which would replace the old buildings with new, modern, more energy efficient and future-proofed flats should be offered to residents. Barnet Homes' utmost priority is the resident's safety and quality of life and they feel that ultimately the rebuild option will be the best option for both of these.
- 1.8. For these reasons a comprehensive resident engagement programme needed to be designed and implemented to ensure that residents were made aware of the options facing them, that facts were explained to them, that their questions were answered, and so that they were able to express their preference considering the positives and negatives of both options. Barnet Homes conducted this process transparently, stating at the start their preferred option was a rebuild, as well as detailing the reasons for this in both their verbal and written communications. Further, they gave the residents the platform and space to make their own minds up based on clear, accurate and honest information. What has guided Barnet Homes throughout the process is ultimately the desire to make the right decision for residents, with their safety and happiness as the key priorities. As such, how the residents feel about each option had to be understood in detail.

- 1.9. To help design and implement a comprehensive engagement programme, Barnet Homes appointed a specialist stakeholder and community engagement agency, Instinctif Partners. Instinctif Partners have previously worked with Barnet Homes on other development projects in the borough and have in depth knowledge and understanding of the area. Instinctif Partners have expertise in stakeholder and resident engagement programmes in the built environment space. Members of the Instinctif team were present throughout the engagement process with staff from Barnet Homes, the actions in the process are detailed later in the report.

2. Information about the two options:

- 2.1. Remediation to the buildings would be extensive; it would require residents to temporarily move to separate accommodation. The necessary work would include:
- Structural works to both the upper floors and ground floors to further strengthen the buildings.
 - Carbon reduction work, through fabric improvements, insulation upgrades and the introduction of renewable technologies across the buildings to improve efficiency for residents.
 - Improving the structural frame of the building by adding fire lining to ensure greater fire protection.
 - Other general maintenance and repair works.
- 2.2. The above would likely not be the only work necessary; remediation would be an ongoing process –with further cyclical maintenance expected to take place over the next 20 years. Barnet Homes will give existing social tenants and leaseholders the option to return to their homes once the works are completed. We estimate the remediation process to cost £8 million, however some of the cost of these works would be charged back to the leaseholders as per the terms of their lease. Barnet Homes have estimated that the cost to each leaseholder is likely to be significant.

Redevelopment option:

- 2.3. The original report concluded that based on the cost of remediation, including direct costs in construction and the secondary cost temporarily housing residents, redevelopment had to be considered a viable alternative.
- 2.4. In either the remediation or redevelopment scenario, residents would be required to move to alternative accommodation within the borough. In a redevelopment scenario, secure tenants would be given the option to return to the new development. We estimate this would take around three-five years. Under a redevelopment scenario, individual offers will be discussed with leaseholders in terms of the amount Barnet Homes will pay leaseholders for their property.
- 2.5. The complete redevelopment of the buildings would result in the provision of better-quality homes that are modern and more energy efficient, which would reduce the energy bills of residents over the long term. The lifespans of the buildings would also be much longer, with major maintenance works not expected to be needed for at least 20 years. Additionally, a rebuild would provide a ‘one time fix’; in comparison to the ongoing maintenance required if the estate was remediated.

3. Policy context around good resident engagement

3.1. Community and stakeholder engagement is a key aspect of the planning process as set out in current Local Planning Authority policies and guidelines. Although this process is slightly different, given there will not be a planning application submitted after Barnet Homes have engaged with residents, this will only happen further down the line if the redevelopment of the two buildings is the option proceeded with, it nonetheless must follow the same principles.

LBB’s guidelines on community and stakeholder engagement

3.2 The London Borough of Barnet (LBB) Council’s policy has set out how we can best engage with residents. LBB first published a Statement of Community Involvement (SCI) in 2007, updating it in 2015 and 2018 as part of the Local Plan Review process. Given there will not be a planning application connected to the engagement process, it does not require an SCI. This is especially clear given the key stakeholders that had to be considered in the first instance were the residents themselves with a look to engage with the wider community further on in the process once a decision is made by LBB’s Cabinet on whether the estate should be redeveloped or remediated.

LBB has outlined good practise when engaging with the local community:

Consultation activities as suggested by LBB’s Statement of Community Involvement (SCI)	SCI reference
Public exhibitions at local and accessible locations	Section 4.12
Consultation website and email response mechanism	Section 4.21
Mail drop to communities with information on community involvement	Section 4.12
Resident Interest Group	Section 4
Feedback forms/surveys	Section 4.11

3.3. LBB has put net zero near the top of its agenda, with the aim to create net zero homes in the borough by 2042. In this context, the impact either option will have on the environment and the area’s net zero ambitions has been closely scrutinised.

3.4. The provision of “Quality Homes” is central to LBB’s goals, however this needs to be reconciled with the protection of communities and local views, by ensuring there is not overdevelopment. LBB policy dictates any new developments should be designed “in partnership” with residents.

3.5. In its engagement “toolkit”, LBB also notes the importance of evaluating the success of the consultation and engagement process. Barnet Homes have incorporated this into the method.

- 3.6. The Mayor of London has also provided guidance on how to properly consult with communities during estate regeneration or redevelopment in his 'Better homes for local people The Mayor's Good practice guide to Estate Regeneration', which was published in February 2018. The four key principles of an engagement programme are to be transparent, extensive, responsive, and meaningful. It also details methods of engagement such as surveys, door to door conversations, drop-in days, letters email, newsletter updates and workshops. The guidance notes: "Residents should be the primary consultees" and that they should be informed as early into the process as possible. In the introduction it also states that residents should be put at the heart of plans and for estate regeneration to be a success "there must be resident support for proposals, based on full and transparent consultation from the very start of the process, and meaningful ongoing involvement of those affected".
- 3.7. These good practice guidelines, both from the LBB and the Mayor's office, have informed Barnet Homes methodology on engaging residents at Stanhope and Holmsdale House throughout the process. The section below details this further.

4. Methodology on the resident engagement process

4.1. The engagement with residents on the future of the buildings requires a careful, thoughtful approach, one that is grounded in principles of honesty, transparency and clear and concise communications. We have considered the policy context of LBB's engagement and the wider political context when designing the methodology through which to run the engagement program, to deliver more meaningful, transparent engagement with residents. Our approach has been about using best practice engagement, such as extensive outreach and 'front loading' the consultation as much as possible.

4.2. Methodology Summary

- Engagement must be 'two-way', interactive and frontloaded, i.e., well in advance of any decision making relating to the outcome of the engagement.
- Engagement must be transparent from the start, with the positives and negatives of each option clearly communicated.
- There should be a tenant and leaseholder first approach. Whilst both remediation and redevelopment options will impact the wider community, it is the tenants and leaseholders who will be directly impacted, and they must be engaged as special stakeholders. Later on, once they are fully briefed and engaged, best practice would be to engage with community groups, as well as residents living close to the buildings who would be impacted by both options.
- There will be a focus on outreach and time with individual households. Residents are able to ask questions in privacy and have in-depth, detailed discussions.
- Engagement with individual households should be complimented by a series of newsletters/letters, emails, posters and on-line (via the Barnet Homes website).
- It is important to hold specialist sessions with leaseholders or tenants to answer any specific questions and needs.
- It is important to build trust at this early stage and develop a dialogue between Barnet Homes representatives and residents, as it will aid the engagement moving forward especially after a decision had been made.
- Engagement must reach out to the 'silent majority' and those who may be hard to reach.

4.3. Methodology actions:

- We ran engagement events over several days, starting in the afternoon and ending in the evening, maximising the opportunity for residents to attend at a convenient time. We took a personalised approach to the engagement events as much as possible. People were offered timed appointments to allow them to have privacy and in-depth discussions, however we still retained the option of people registering and attending on the day. We maintained a visual presence, holding the event in a gazebo outside the buildings.
- Members of the Instinctif Partners team on the days of the events walked around the buildings to raise awareness of the events. On the limited occasions residents wanted to meet in their properties to talk privately, we did. Some residents asked us to meet in a group which we did.
- We had specialist members of staff from Barnet Homes on hand to speak to leaseholders.
- We hand delivered the newsletters about the options and engagement events to residents to be on hand should they have questions and to ensure there were no problems with Royal Mail delivery.
- We knocked on residents doors to remind them of the engagement events and answer questions they had.
- Carried out a door knocking survey after the engagement events to gather resident feedback on the two options, the engagement process itself and to speak to residents who may not have attended the engagement events.
- Engaged with residents in their preferred language when requested.
- Ensured there was a contact number of a Barnet Homes staff member for residents to phone should they have questions throughout the engagement process.

5. The Resident Engagement Process

- 5.1. Instinctif Partners delivered the initial letters to Stanhope House and Holmsdale House on Monday 19th June 2023, these were hand delivered to every address on the estate. These letters informed residents of the future work that would be necessary and the upcoming engagement events. To continue to raise resident awareness about the proposals and the engagement process, including the upcoming appointment-based events, Instinctif carried out a subsequent round of door knocking. This was carried out on Wednesday 28th June in the late afternoon. During this round, residents were asked if they were attending the events and if they had any preliminary questions. These questions can be found in Appendix 1c. Instinctif engaged with 9 residents on the door, as well as delivering a reminder letter to every household. A copy of the initial letter can be found in Appendix 1a. The reminder letter can be found in Appendix 1b. A copy of the door knocking questions can be found in Appendix 1c and the feedback from this door knocking is included in section 6.

Posters and Website:

5.2. In addition to the letters, posters were put up about the proposals and the events across multiple floors of both buildings. A website dedicated to the options facing the buildings was also created, allowing residents to check for updates. Barnet Homes later updated this website with information about original structural engineering report that led to these proposals. The poster can be found in appendix 2a and website appendix 2b.

Resident engagement events

5.3. The engagement events were held exclusively for residents of the buildings since the proposals affects their lives in every way. The events were held on the following dates:

- Tuesday 4th July from 2pm - 7.30pm
- Wednesday 5th July from 1pm - 7.00pm
- Thursday 6th July from 2pm - 7.00pm

5.4. The events were held outside Stanhope and Holmsdale House and attended by two Instinctif Partners staff and two staff members from Barnet Homes. To encourage greater attendance, Instinctif Partners also undertook door-to-door outreach in the estate a few times each day. To ensure as many residents as possible were spoken to, the team of Barnet Homes and Instinctif members often split into groups to talk through any issues mentioned by residents. During the event Barnet Homes also made a few home visits to talk residents with any issues preventing them from attending through the matters.

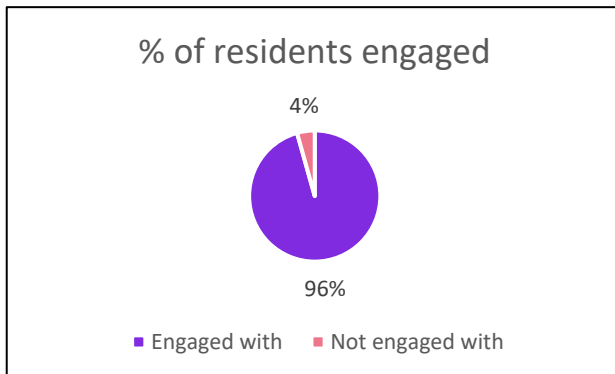
5.5. Over the course of the three days all households bar one spoke with a Barnet Homes representative. To ensure we heard all voices on the estate, Barnet Homes carried out follow up meetings or phone calls to capture the views of residents who could not make the events.

Follow up activity:

5.6. After the three engagement events, communication channels were left open allowing residents to maintain a point of contact. Further, Instinctif Partners carried out a survey of residents on the 14th August. An example of the survey can be found in appendix 3. The goal was to receive feedback on how residents had found the engagement process so far, what residents' preference on the options facing the buildings were and to ask them if they had further questions. This subsequent set of door-knocking ensured all residents were still aware of the options and reminded them that they could reach out to a Barnet Homes representative at any time. Following the survey Instinctif hand delivered an update letter, appendix 4, on the 21st September, reassuring residents that the process was proceeding as expected and to let residents know what the most common feedback to date has been. These follow up actions were key to maintain a consistent dialogue between Barnet Homes and the residents.

5.7. Once you include those contacted via the engagement events, absent landlords and leaseholders contacted via the telephone or in person and those spoken to via the survey, either in person or over the phone, all but one household on the estate were actively engaged. For clarity, we have only counted each household once; even though throughout the engagement period Barnet Homes spoke to many residents' multiple times. Further, private tenants' views have been recorded and taken into account, which is reflected in the feedback section, however the

leaseholder's preference took precedent in the overall figure - as such the figure is not 100% as some absent leaseholders were contacted but did not respond.

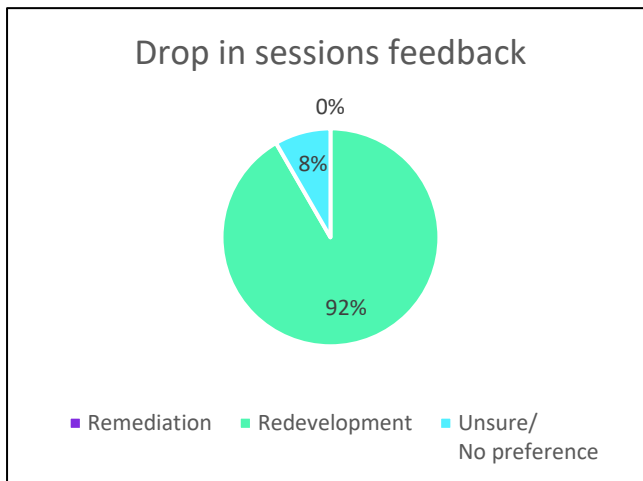


6. The feedback from the engagement process

6.1. The methodology and timing of the events were designed to encourage as much engagement as possible. Our three engagement events saw the vast majority of households attend.

6.2. On the day of the event residents were asked what their preferred option for the future of the estate was. Below are the results from residents spoken to on the days of the events. Not all residents were willing to express a preference, and some were private tenants, of those who attended and expressed a view, 92% supported redevelopment, with the remaining 8% (one resident) expressing they were unsure.

6.3. Chart of feedback:



Summary of verbal feedback:

6.4. At the engagement events, Instinctif Partners took notes on the verbal feedback from residents. The most common feedback from those who attended were questions and concerns about where they would be relocated during the rebuild or remediation works, the disruption the works would have on their lives and their own safety. Nearly every

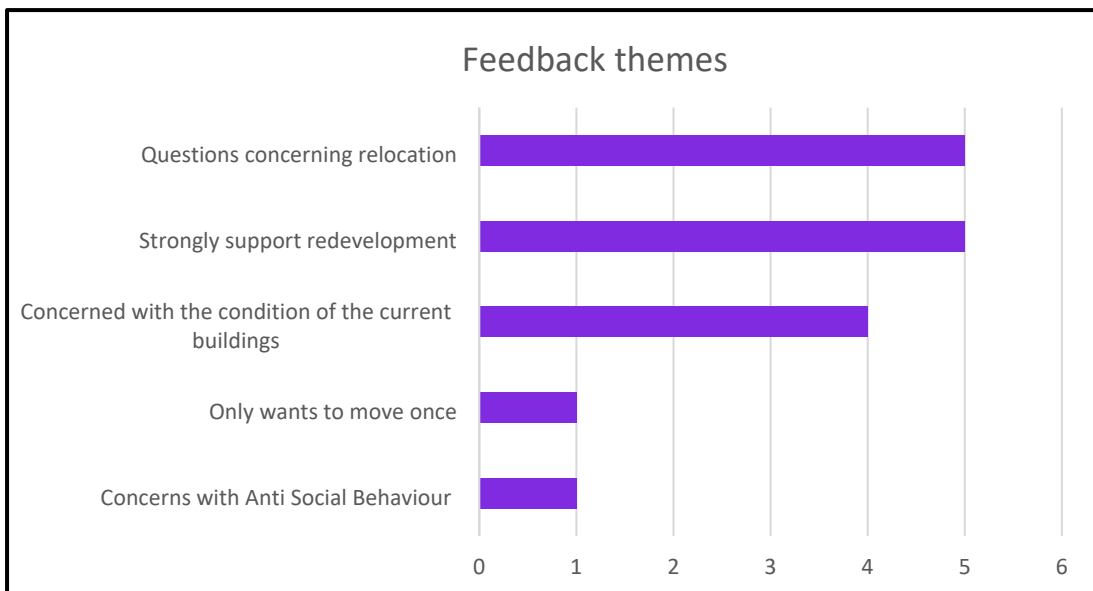
resident we spoke to felt redevelopment would be the best long-term option for them, given the condition of the two buildings and the issues the residents face with damp, mould and leaks.

6.5. The key themes mentioned in meetings and discussions with residents were:

- Concerns about the current fire alarm, the cost of the 2019 fire safety work and current state of the buildings.
- Concerns about anti-social behaviour at the current site.
- Questions about any new development, including questions around the number of flats and design.
- Relocation questions. Residents wanted to know where they would be temporarily housed. In particular, concerns were raised about:
 - Medical appointments and other individual circumstances changing.
 - If the temporary accommodation will be allocated on a like for like basis.
- Wanting greater information on the timelines for the whole process in the case of rebuild.
- People supporting redevelopment as they only wanted to move once and felt that this was the best option.

From speaking to residents and taking detailed notes across the three days, our assessment was that an overwhelming number of residents, when faced with the choice, felt that a single large disruption resulting from redevelopment, was preferable to remediation, which they felt would not be a one-time fix and would just result in further work needed in the future. Despite the strong sense of connection to the local area residents expressed, with many having lived in the buildings for decades, the preference for redevelopment was underpinned by the fact many felt Stanhope House and Holmsdale House were beyond repair, given the poor condition of the buildings and the issues with damp, mould and leaks.

Table of feedback themes:



Survey Feedback

6.6. Following the engagement events, Instinctif Partners undertook a door-to-door survey. A copy of this survey is included in the appendix. This survey was intended to reach those who may not have attended the engagement events, gather further quantitative feedback on resident preferences, and feedback on the engagement process.

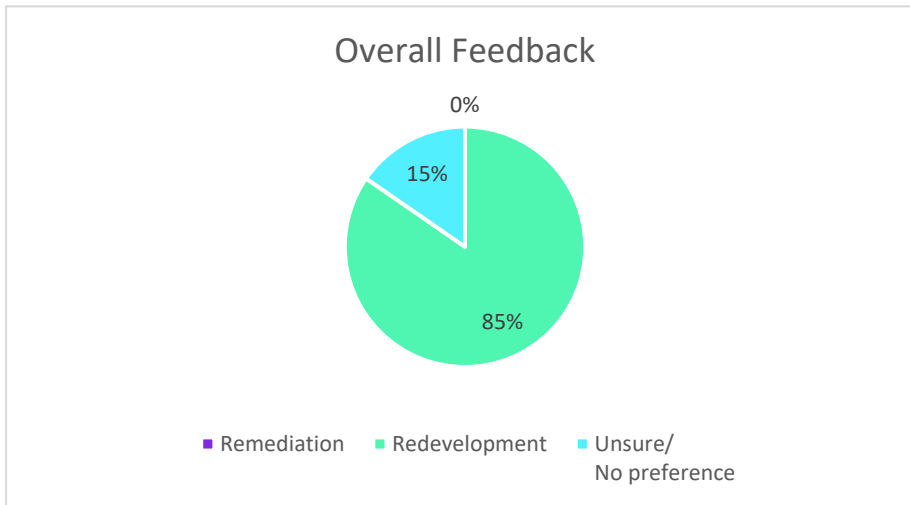
Instinctif spoke to 9 residents, roughly 40% of those who currently live in the buildings. Of that number, there was no support for remediation, 3 did not state a clear preference and 6 supported redevelopment. All but one household had attended the initial engagement events. For the one household who had not attended the engagement event and had not read the initial letter about the two options, a member of staff from Instinctif Partners took the resident's email address and emailed the letter which detailed all the information the following morning. The other feedback received was:

- Many residents appreciated the engagement so far, noting it had been helpful to have people to speak face to face and that everything had been explained clearly.
- A key concern raised was that residents wanted as much information as possible as soon as a decision was made.
- It was reiterated to Instinctif Partners that many wanted to ensure they remain in the local area in either case.

Table of Survey results:

Question	Results
Have you heard about the future work in the estate?	Yes: 9
	No: 0
Did you attend any resident engagement events/ speak to a BH representative	Yes: 8
	No: 1
Which option do you prefer – Remediation or Redevelopment?	Remediation: 0
	Redevelopment: 6
	Unsure: 3
How did you find the consultation process, do you have any questions/ improvements	Found it helpful: 4
	Wanted more information: 3
Is there any more information you require from Barnet Homes in the two options or specific circumstances you want them to follow up with you on?	Want to know where they will be moved: 2
	Their questions had not been sufficiently answered: 2

Overall feedback:



6.7. Below are some verbatim comments received throughout the engagement process:

Views on the current Stanhope and Holmsdale estate

- "There are leaks and mould in our current property, and we are not getting good value for current service charges".
- "A rebuild is the best option as the buildings are not in a good state".
- "The current works (fire safety etc.) have made life worse on the estate".

Views on Redevelopment

- "Our best option is to be bought-out and move on".
- "The sooner this comes down and you start the redevelopment. The better forever".
- "It would be better to rebuild".

Views on the engagement programme

- "I have found the process helpful, and Barnet Homes have answered every question so far".
- "It has been good so far, but I would like more information as soon as possible, once a decision by the council has been made".
- "Barnet Homes representatives have been great. I want to make sure Barnet Homes keep up their momentum in the engagement".

7. Barnet Homes recommendations for the estate

- 7.1. Barnet Homes were considering a multitude of factors when attempting to come to a recommendation on which option to recommend to the council. Throughout the process the most important consideration has always been the safety and happiness of residents, followed by their views and feelings towards the options. Put plainly, the safest and most future-proof option for residents is to redevelop the buildings. Additionally, after the sensitive and

thorough engagement programme, it's clear a large majority of residents support redevelopment for the various reasons set out in the report above. Given both these factors, Barnet Homes are recommending that LBB vote to redevelop Stanhope House and Holmsdale House.

Appendix 1a. Initial outreach letter delivered 19th June 2023



19 June 2023

Dear Resident

We are writing to you about the necessary building works that we will have to conduct to Stanhope House and Holmsdale House. Following detailed technical analysis on Stanhope House and Holmsdale House, we are proposing to either carry out extensive remediation work or to redevelop the buildings to ensure the future safety and wellbeing of residents.

As you are likely aware, we have already carried out substantial fire safety works on both Stanhope House and Holmsdale House. However, more essential work is needed to maintain the buildings for the foreseeable future. Therefore, we are starting the process of giving you the residents the opportunity to provide feedback on two potential options for the future of the buildings - extensive remediation, as outlined below, or the complete redevelopment (rebuild) of both buildings.

A summary of each option is below and more information will be distributed throughout the next few months.

We will be running drop-in-based events to receive your feedback and answer any questions you may have outside Stanhope House and Holmsdale House on site. These will be running from the week commencing the 3rd July 2023 at the below times:

Tuesday 4th July from 2.00pm – 7.30pm

Wednesday 5th July from 1.00pm – 7.00pm

Thursday 6th July from 2.00pm – 7.0pm

We will also be running appointment-based meetings, to make sure every resident has time in-person to discuss the future of Stanhope and Holmsdale House:

You can register for an appointment by emailing cengagement@barnethomes.com

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Further information

Remediation option:

Remediation to the buildings would be fairly extensive; it would also require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Structural works to both the upper floors and ground floors to further strengthen the buildings.
- Energy savings work, through fabric improvements, insulation upgrades and the introduction of renewable technologies across the buildings to improve efficiency for residents.
- Improving the structural frame of the building by adding fire lining to ensure greater fire protection.
- Other general maintenance and repair works.

We must emphasise how these works outlined above will not be the last; remediation would be an ongoing process – with further cyclical maintenance expected over the next 5-15 years.

Existing tenants and leaseholders will get the option to return to their homes once the works are completed.

Redevelopment option:

In the interest of transparency, Barnet Homes do ultimately believe redevelopment is the better option overall. Redevelopment would result in the provision of better quality homes, which are also more energy efficient, modern homes which can reduce resident's energy bills over the long term, helping with the cost of living. The buildings lifespans would also be much longer. Additionally, a rebuild is the only option that provides a 'one time fix'; in comparison, remediation would only operate as a temporary fix as ongoing work would be needed after residents move back into their homes.

If the decision is made to rebuild, residents will be required to move to alternative accommodation within the borough. If you are a secure tenant you will be given the option to return back to the new Coppies Grove development.

In terms of leaseholders, as per the terms of your lease, remediation works would be part paid for by leaseholders and individual offers will be discussed with you in terms of moving back if the rebuild option is taken.

This letter marks the start of an engagement period that will last for the next 5-6 months. We will be gathering your views on the preferred option for the future.

In the meantime, if you have questions, please phone Peter Chapman on 07889 237 523 or email cpengagement@barnethomes.com

If you are a leaseholder and have questions, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email cpleaseholder@barnethomes.com

There is more information about both options on our website: <http://www.barnethomes.org/stanhope-holmsdale>

This page will continue to be updated with more information on both options as the engagement progresses.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes

Appendix 1b. Reminder letter delivered 28th June 2023



28 June 2023

Dear Resident

We are writing to remind you about the upcoming resident engagement events happening next week regarding the necessary building works that we will have to conduct to Stanhope House and Holmsdale House following the times for these sessions are below, if you are able to attend, we very much want to see you there. We previously delivered a letter on 19/06/23.

These events will allow us to listen to your feedback and answer any questions you may have. They will take place on site under a gazebo outside Stanhope House and Holmsdale House. These will be running from the week commencing the 3rd July 2023 at the below times:

Tuesday 4th July from 2.00pm – 7.30pm

Wednesday 5th July from 1.00pm – 7.00pm

Thursday 6th July from 2.00pm – 7.0pm

We would prefer residents to phone or email us and book a time to come and discuss the options so we can ensure we have as much time as possible with each resident.

You can register for an appointment by emailing stanhope&holmsdale@barnethomes.org or by phoning Peter Chapman on 07889 237 523.

Following detailed technical analysis on Stanhope House and Holmsdale House, we are proposing to either carry out extensive remediation work or to redevelop the buildings to ensure the future safety and wellbeing of residents.

As you are likely aware, we have already carried out substantial fire safety works on both Stanhope House and Holmsdale House. However, more essential work is needed to maintain the buildings for the foreseeable future. Therefore, we are starting the process of giving you the residents the opportunity to provide feedback on two potential options for the future of the buildings - extensive remediation, as outlined below, or the complete redevelopment (rebuild) of both buildings.

A summary of each option is below and more information will be distributed throughout the next few months. We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Further information

Remediation option:

Remediation to the buildings would be fairly extensive; it would also require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Structural works to both the upper floors and ground floors to further strengthen the buildings.
- Energy savings work, through fabric improvements, insulation upgrades and the introduction of renewable technologies across the buildings to improve efficiency for residents.
- Improving the structural frame of the building by adding fire lining to ensure greater fire protection.
- Other general maintenance and repair works.

We must emphasise how these works outlined above will not be the last; remediation would be an ongoing process – with further cyclical maintenance expected over the next 5-15 years.

Appendix 1c. Door knocking questions – 28th June 2023



1. Have you heard about the resident engagement on the future of Silk House and Shoelands Court?

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2. Are you able to attend one of the events? If so what time works best for you?

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3. What is your address? (For IP- make sure you jot this down before they answer if possible)

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4. Do you have any questions or feedback on the options?

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Stanhope House and Holmsdale House building remediation works feedback sessions

We will be running drop-in-based events to receive your feedback and answer any questions you may have outside Stanhope House and Holmsdale House in our mobile office.

You can register for an appointment by emailing cgengagement@barnethomes.com. We have appointments available during the following times:

Tuesday 4th July from 2.00pm – 7.30pm
Wednesday 5th July from 1.00pm – 7.00pm
Thursday 6th July from 2.00pm – 7.00pm

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Appendix 2b. Website Link: <https://thebarnetgroup.org/bh/stanhope-holmsdale/>

Appendix 3. Survey questions



1. What is your address?

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2. Have you heard about the necessary future work on the estate?

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3. Did you attend any of the resident engagement events/ speak to a BH representative?

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.....

4. Which option do you prefer – remediation or redevelopment?

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.....

5. How did you feel about the consultation process, do you have any suggestions/ improvements?

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6. Is there any more information you require from Barnet Homes on the two options or specific circumstances you want them to follow up with you on?

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7. Do you have any other questions/ feedback?

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21 September 2023

Dear Resident,

Stanhope House & Holmsdale House

As you are aware we have been engaging with residents on the options for Stanhope House and Holmsdale House regarding whether to remediate or redevelop. We are now writing to update you on the necessary works that we will have to carry out to your properties.

For context on the process so far, we delivered the initial letter informing residents about the future of Stanhope and Holmsdale House on 19 June 2023. We then held engagement events across three days on 4, 5 and 6 July 2023.

For transparency, the feedback we have received from a very large majority of residents throughout the engagement process so far has been in favour of the redevelopment of Stanhope House and Holmsdale House.

Moving forward, we anticipate a decision to be made by Barnet Council, on whether to redevelop or remediate, before the end of 2023. After this decision is made, we will be able to provide more detail on what the future of the estate will look like for you. We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep continue to keep you informed.

Many residents have requested more information on the current state of the buildings. We have updated the website with a summary of the structural engineering report for Stanhope House and Holmsdale House, we will continue to update with more information on the estate. This can be found on the website at: <http://www.barnethomes.org/stanhope-holmsdale>

If you have any further questions, or would like to meet to discuss these options, please do not hesitate to contact Peter Chapman on 07889 237 523.

Further information

Remediation option:

Remediation to the buildings would be extensive; it would require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Structural works to both the upper floors and ground floors to further strengthen the buildings.
- Energy savings work, through fabric improvements, insulation upgrades and the introduction of renewable technologies across the buildings to improve efficiency for residents.
- Improving the structural frame of the building by adding fire lining to ensure greater fire protection.
- Other general maintenance and repair works.

We must emphasise how these works outlined above will not be the last; remediation would be an ongoing process with further cyclical maintenance expected over the next 5-15 years.

Existing Barnet Homes tenants will get the option to return to their homes once the works are completed.

As per the terms of your lease, remediation works would be part paid for by leaseholders. It is expected the remediation works will be in the region of £8 million, and Barnet Homes estimate the cost to each leaseholder for their share of the bill could be close to £100,000.

Redevelopment option:

Barnet Homes does believe that redevelopment is the better option overall. Redevelopment would result in the provision of better-quality homes, which are also more energy efficient, modern homes which can reduce resident's energy bills over the long term, helping with the cost of living. The buildings' lifespans would also be much longer.

If the decision is made to rebuild, Barnet Homes tenants will be required to move to alternative accommodation within the borough. Secure tenants will be given the option to return to the new development.

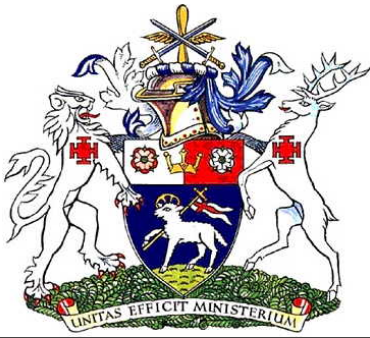
Individual offers will be discussed with leaseholders in terms of the amount Barnet Homes will pay for your property, any future property option or buying a new property on the estate if the rebuild option is taken, further along in the process.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes



AGENDA ITEM 16
Cabinet

Title	Great North Leisure Park (GNLP) and Finchley Lido Leisure Centre Outline Business Case
Date of meeting	14 th November 2023
Report of	Councillor Ross Houston – Deputy Leader, Cabinet Member for Homes & Regeneration Councillor Ammar Naqvi – Cabinet Member for Culture, Leisure, Arts & Sports
Wards	Woodhouse
Status	Public with exempt appendices: A, C, D and E are exempt on the grounds that they contain Information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 3, schedule 12A to the Local Government Act 1972) and C is exempt on the ground that it contains Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings (para 5, schedule 12A to the Local Government Act 1972)
Key	Key
Urgent	No
Appendices	Appendix A – Outline Business Case (exempt) Appendix B – Engagement Report Appendix C – Draft Pinsent Mason report on the proposed Development Agreement (exempt) Appendix D – Site Plan (exempt)
Lead Officer	Cassie Bridger: Assistant Director – Greenspaces & Leisure

	Suzi Carter – Programme Manager, Estates
Officer Contact Details	Cassie.Bridger@Barnet.gov.uk Suzi.Carter@barnet.gov.uk

Summary

This report provides an overview of the Great North Leisure Park (GNLP) site, whereby the head lease was acquired by Regal London in 2023, and requests for Cabinet to approve the variation of the existing headleases, and a widening of the user clause to enable residential development, in return for a premium payment which will facilitate the redevelopment of a new leisure facility, governed by a Development Agreement between the Council and Regal London.

The report also details a summary of the Outline Business Case (OBC) to redevelop Finchley Lido Leisure Centre, which includes an assessment of;

- Strategy and Policy information.
- A review of the feasibility study results, including the supply and demand analysis.
- Public consultation and engagement results (December 2022-February 2023 and July 2023-September 2023)
- Stakeholder engagement
- A review of emerging facility mix options (referred to as Option A, B and C)
- An assessment of site locations and their capacity and viability for the proposed development.
- Preparation of initial capital and revenue cost estimates.
- A review of funding and procurement options, together with risk analysis.
- Evaluation and recommendation of a proposed option.

The business case sets out how the development of a new facility has been considered alongside the wider masterplan for the GNLP site and its ability to deliver the Councils strategic ambitions. Including a case for investment to create an attractive destination facility which includes a range of new and enhanced facilities for all Barnet residents.

Cabinet is requested to approve progressing facility mix Option B (as referred to the table in section 1.32 of this report), noting that further investment will be required and approving the use of community infrastructure levy funding to support delivery.

Recommendations

Cabinet:

- 1. Notes the results of the public consultation located in Appendix B.**
- 2. Approves a new leisure centre to be redeveloped on the disused bowling green site and approves progressing Option B as the preferred facility mix (table in section 1.32) subject to affordability.**
- 3. Notes that additional investment is required to deliver Option B and that a funding model which assesses the use of CIL and/or borrowing will be progressed, which may require re-profiling of existing capital commitments and/or prioritising revenue funding to support borrowing.**
- 4. Approves the principle of the proposed Development Agreement to govern the delivery of the proposed new leisure centre and the variation of the headlease of GNLP as described in this report.**

5. Delegates to the Deputy Chief Executive in consultation with the Cabinet Member for Culture, Leisure, Arts & Sports authority to consider and have regard to the equality impact assessment to be obtained in finalising the documents referred to in recommendation no 6 as appropriate.
6. Delegates the finalisation of the proposed Development Agreement and the agreement of any further legal documentation required in order to give effect to the matters contemplated in the Development Agreement, and entry into the consequent legal arrangements, to the Deputy Chief Executive in consultation with the Cabinet Member for Culture, Leisure, Arts & Sports

1. Reasons for the Recommendations

Background

- 1.1 In April 2023 a report was presented to Policy and Resources Committee which outlined the acquisition of the head lease at Great North Leisure Park (GNLP) by Regal London. The report also detailed the results of the Councils feasibility study and public engagement (undertaken between December 2022 – February 2023) on the relocation, refurbishment or redevelopment of Finchley Lido Leisure Centre, located on the GNLP site.
- 1.2 A decision was taken by Policy and Resources Committee to retain and redevelop a new leisure centre on the GNLP site, and to undertake further public consultation on an emerging facility mix to be supported by the development of an Outline Business Case (OBC). Approval was also provided for officers to enter further discussions with Regal London on finalising a Development Agreement, which would be subject to future Cabinet approval.
- 1.3 This report details the Outline Business Case to develop a new leisure centre, which includes an assessment of;
 - Strategy and Policy information.
 - A review of the feasibility study results, including the supply and demand analysis.
 - Public consultation and engagement results (Round 1 and 2)
 - Stakeholder engagement
 - A review of emerging facility mix options (referred to as Option A, B and C)
 - An assessment of site locations and their capacity and viability for the proposed development.
 - Preparation of initial capital and revenue cost estimates.
 - A review of funding and procurement options, together with risk analysis.
 - Evaluation and recommendation of a proposed option.
- 1.4 The business case sets out how a new facility has been considered alongside the wider masterplan for the GNLP site and its ability to deliver the Councils strategic ambitions. Including a case for investment to incorporate a replacement leisure centre as part of the GNLP development.
- 1.5 In addition to the Outline Business Case, a commercial and legal assessment has been undertaken by the Council, with the support of CBRE and Pinsent Masons to progress with negotiating the proposed Development Agreement.
- 1.6 As reported in April 2023, Regal acquired the headleases of GNLP, and the current headleases have covenants contained within them that restrict the tenant's ability to redevelop or change the use of the property without the Landlord (LBB)'s consent. In addition, with 121 years remaining, the

leases are too short to facilitate a build-to-sell residential scheme on the site. Therefore, in order to pursue a residential led redevelopment of the site, Regal London have approached LBB to vary the terms of the headleases, including removing the relevant restrictive covenants and to extend the lease term to improve the commercial attractiveness and fundability of the investment.

- 1.7 Subject to Cabinet approval, LBB have agreed to a variation of the existing headleases, and a widening of the user clause to enable residential development, in return for a premium payment which will facilitate the re-provision of a new leisure facility, governed by a Development Agreement.
- 1.8 A Development Agreement is recommended as the structure to document this agreement as it contains mechanisms within it which will facilitate both the grant of the new headleases and the delivery of a new proposed leisure centre subject to certain prescribed conditions precedent. The draft Development Agreement is appended to this report, and there is more commentary on the broad provisions in 1.14 and below in this report.

Site Context & Existing Leisure Facility

- 1.9 The Great North Leisure Park (GNLP) occupies an 11.2-acre (4.40 ha) site in a prominent position on High Road (A1000), North Finchley. It is in proximity to amenities at North Finchley Town Centre and has been allocated for redevelopment within the emerging local plan.
- 1.10 'Finchley Lido' has been located at GNLP since 1931 in different formats. The original Finchley Open Air Pool was opened in September 1931 and provided a 50m pool with depths up to 3m. This facility closed in 1992 and the existing leisure facility, which includes both an indoor and significantly smaller outdoor pool was provided as a replacement (c1995.96).
- 1.11 The existing leisure centre is a Council owned facility within GNLP. It occupies the site by way of an underlease from Regal and includes an area of approximately 1.04 hectares. The facility is managed by GLL (Better) as part of the Council's leisure management contract, which includes four other Council owned facilities.
- 1.12 Whilst the existing building has been refurbished since its original construction; the general fabric of the building is aging and there are practical issues, such as the age of the plant that mean reactive and planned maintenance costs are increasing and will continue to do so. Refurbishment of the current centre was not deemed viable for several reasons:
- The existing centre is of a poor design, in terms of layout and flexibility of space.
 - The existing mix of facilities does not provide sufficient space to provide the additional facilities that meets the Council's ambitions and user demand.
 - The facility is not the most energy efficient and does not benefit from recent advances in technology (especially when considering building management systems).
 - Major investment is required to bring the facility up to modern standards, which would make it difficult to match the quality of any new build competition.
- 1.13 A new leisure facility is therefore considered to provide an opportunity to deliver environmental improvements and improved social, community and health benefits to residents. This has been explored further as part of the business case.
- 1.14 The existing leisure uses on GNLP, such as the cinema and bowling, will be redirected towards North Finchley town centre regeneration programme as part of the Council's desire for North

Finchley to become a destination for leisure, arts and cultural uses and food and beverage.

Commercial / Legal Assessment – Development Agreement

- 1.15 The previous report presented to Policy and Resources Committee (April 2023) outlined the potential of funding a new leisure centre through development as part of varying the GNLP Head Lease. As a result, negotiations for a Development Agreement (DA) have been progressed as it is considered that a DA is the most appropriate mechanism to protect the Council's position.
- 1.16 The Council has appointed CBRE and Pinsent Masons to advise in constructing a Development Agreement. This includes the following broad provisions;
- Regal and the Council have agreed to vary the existing Headlease by way of a Deed of Variation subject to satisfaction of the conditions taking effect.
 - Regal has agreed to build the Council a new Leisure Centre (subject to an agreed design specification) and subject to variations to the Headlease.
 - The Council has agreed to surrender the Underlease of the existing leisure centre subject to practical completion of the new leisure centre. The Council is not required to surrender the existing Underlease until the new leisure centre is constructed to the Council's satisfaction. There will also be the obligation for Regal to ensure that there is sufficient parking for the existing leisure centre (ELC), whilst it is in operation, as well as a continued ability to have access and egress to and from the ELC and servicing of the ELC continues to be facilitated.
- 1.17 The mechanism proposed is that Regal pay the Council a premium for the construction of the new leisure centre on the day upon which the Deed of Variation is entered into (which is the 'unconditional date' in the Agreement – the date at which the DA goes unconditional and the conditions precedent detailed below are satisfied). The Council will hold that sum and use it to pay Regal towards the delivery of the new leisure centre, making monthly payments against certified sums as the leisure centre build progresses. In progressing Option B, further investment is required to deliver an enhanced facility. This is expanded further in section 5 of this report.
- 1.18 Should the Council decide that it no longer wishes to receive a new Leisure Centre, the premium payable by Regal to the Council will change and in those circumstances Regal is not required to carry out the works. There is the provision in the DA for further premium drawdowns on a phased basis, should Regal make a higher-than-expected return, and an Overage clause is also included.
- 1.19 Option B assumes the location of the new leisure centre on the disused former bowling green. This will require negotiation with two adjoining occupiers to relocate or reconfigure their demises to optimise the car parking provision. In the event this is not feasible, alternative car parking solutions have been identified by Regal to satisfy the level of parking required for a new facility.
- 1.20 The current list of proposed Conditions Precedent for the DA are as follows, and following satisfaction of these conditions the DA will go unconditional:
- the Planning Conditions (acceptable planning permission);
 - the Ground Investigation Condition (to be commissioned by Regal as soon as possible after exchanging the DA in order to establish the ground conditions); and
 - the Funding Condition (Regal securing funding sufficient for the delivery of the new leisure centre) – the DA will contain a list of pre-approved bona fide funders; and

- FBC Condition – it is recognised that the Full Business Case will need to be brought back to Cabinet at a point in time when the scheme is more fully evolved and the conditions described above have been satisfied. Cabinet’s approval will be required before the DA becomes unconditional and the GNL P Headlease is varied.

The DA, a summary of which is appended to this report remains to be finalised. It currently caters for design Option B (as referred to the table in section 1.32) on Council owned land. In the event that an alternative option is selected by Cabinet, the DA will need to be amended to cater for this option.

1.21 There are a number of commercial points that have not yet been agreed in the DA. A summary report on key aspects of the DA prepared by Pinsent Masons is appended to this reports. It is recommended that Cabinet notes the current status of the DA and approves any future changes to the proposed Development Agreement to be delegated to the Deputy Chief Executive in consultation with the Cabinet Member for Culture, Leisure, Arts & Sports.

Leisure Centre - Options Analysis

1.22 The Strategic Outline Case (SOC) presented to Policy and Resources Committee detailed demographic and supply and demand analysis of the catchment area for the GNL P. The statistic and market analysis of this work is still considered valid as part of the Outline Business Case, which has been evolved to further refine the emerging facility mix options through public consultation.

1.23 In May 2023, the Council commissioned Mobilise Public Limited (Mobilise) to support public consultation and engagement activities, which were delivered between July – September 2023. Activities included a range of workshops, drop-in sessions and an online survey.

1.24 The focus of engagement was to gauge resident views on;

- Proposed location of the new leisure centre
- Facility mix for the new leisure centre
- Prioritisation of facilities within the leisure centre;
- Exploration of type of facility and location (eg outdoor water provision);
- Any special considerations or particular users including protected characteristics.

1.25 The consultation yielded a combination of qualitative and quantitative results, totalling 516 responses. The majority of responses were generated by existing users of the facility, with a reasonable mix between members, non-members and occasional users and non-users.

1.26 The key headlines which are further expanded within Appendix B and Section 7 of this report are:

- The leisure centre is a very important asset, and the redevelopment is an important opportunity for now and the future.
- A new location (within GNL P) has some benefits but perhaps the losses outweigh.
- ‘Like for Like’ will not be sufficient for demand.
- The lido is a unique aspect of the current facility and could be improved.

- Affordability and access are important to residents.
- Young people are most risk of loss when considering the leisure and wider GNLP development.
- Consideration of further opportunities to engage residents.

1.27 Throughout engagement a new leisure facility was reinforced as a valued community asset, and that future access and affordability remains important to residents. Whilst feedback suggests that a new centre will continue to benefit from the same level of usage, concerns were raised over the proximity to, and additional demand generated by a new residential development. This was reflected in views that a like for like replacement would not be sufficient given the present demand and future interest generated by a new facility.

1.28 When considering a facility mix, themes mainly attributed to creating a fun, family friendly environment where health and wellbeing activities were provided for. This was reflected in priorities to include a swimming pool (25m), gym, learner pool, leisure water, studio spaces, café, outdoor pool/lido and steam room.

1.29 This stage of consultation highlighted that whilst residents value both the provision of indoor and outdoor facilities, some would prioritise offering indoor enhancements. The wider loss of leisure facilities for young people from the development of the GNLP was highlighted as a particular concern and proposed mitigations, where possible through the facilities offered by the new leisure centre should be considered.

1.30 Building upon the engagement results from both rounds (December 22- February 23 and July-September 23), a series of options and facility mix packages have been assessed which combine the supply and demand analysis, existing facility information, consultation results, stakeholder engagement, in addition to projected capital and revenue estimates. This appraisal has been completed with the support of FMG Consulting, an independent leisure consultancy with market expertise.

1.31 In considering a facility mix, a range of design options (referred to as Option A, B and C) emerged for assessment. Each option varies in relation to size and scale of development, offering a range of benefits and items for further consideration.

1.32 These options are:

Facility Mix Options	Existing Facility	Option A	Option B	Option C
Health and Fitness Gym	Yes (smaller)	700 sqm	690 sqm	698 sqm
Studios	1 studio	3 studios including cycling studio	3 studios including cycling studio	3 studios including cycling studio
Swimming Pool	25mx6 lane	25m x 6 lanes	25m x 6 lanes	25m x 6 lanes
Learner Pool	No	13m x 10m	13m x 10m	13m x 10m
Leisure Water	Leisure pool with wave	Splash pad & leisure pool with waves and flume	Splash pad & leisure pool with waves	None

Indoor Adventure Zone	No	Yes	Yes	No
Indoor Climbing	No	Yes	No	No
Soft Play	No	Yes	Yes	Yes
Thermal Spa	Sauna	Yes	Sauna and steam	Sauna and steam
Party Rooms	No	Yes x 2	Yes x 3	No
Health consultation rooms	No	No	Yes x 3	No
Café	No	Coffee shop style	Coffee shop style	Coffee shop style
Lido	20m x 3 lane & shallow children's pool	20m x 3 lane & shallow children's pool	20m x 3 lane & shallow children's pool	20m x 3 lane & shallow children's pool
Total gross internal floor area (est)		7,471 sqm	6,950 sqm	4,014 sqm

- 1.33 Whilst each option provides for a swimming pool (25m x6lane), learner pool, health and fitness, studio space, café, lido, soft play, sauna and steam room, there are features contained within Option C specifically that do not fully accord with popular components which were highlighted through the engagement, such as the removal of leisure water.
- 1.34 This option is not considered direct a like for like replacement to the existing facility owing to the removal of leisure water, which is substituted by a learner pool. However it is the closest comparator to the existing facility. There are further limitations with this option to expand the provision for children and young people and optimise on health and wellbeing improvements, which were important themes identified during engagement.
- 1.35 Whilst Option C includes an outdoor lido, it is unclear at this stage how the lido will be designed into the development where a new leisure centre is located at the front of the GNLP site.
- 1.36 Option A and B both provide the similar internal and external water features, the key differences being the type of leisure water features included, and the removal of climbing wall and the enhanced spa offering under Option B. However, this option is considered more compact, whilst still providing an increased and complimentary range of facilities available. In particular; adventure and soft play provision for children and young people in addition to leisure water and the inclusion of party rooms and dedicated health consultation areas to support initiatives, which are not included in Option A.
- 1.37 When considering the supply and demand analysis and engagement results, Option B (in table 1.32) prevails as the preferred facility mix option which provides a broad range of facilities for residents of all ages and abilities. This option also enables the Council to create a family friendly attraction, delivering an increased and diverse range mix of facilities, which continue to provide opportunities to be physically active.
- 1.38 Alongside a review of the facility mix options, the proposed location of a new facility has also been considered. When considering each design option (A, B and C) and the spatial requirements for each option, it has been necessary to identify locations which are;

- Owned by the Council.
- Can accommodate a range of facilities required.
- Can be accessed by all residents.
- Consider planning and environmental site constraints.
- Consider any sensitivities of the site.
- Visibility and synergies with surrounding land uses.
- Consideration of proposed GNLP masterplan.

1.39 Following engagement activities and the development of facility mix packages, high level concept plans for each option were prepared to enable a review of suitable site locations. Each design option has also considered protecting the existing use of Finchley Lido, which will remain open and operational until a new facility is constructed.

1.40 At this point, two locations were identified for appraisal; a new leisure centre contained within GNLP (at the front of the site) or the disused bowling green and accompanying vacant pavilion, outside of the GNLP lease area but owned by the Council.

1.41 Whilst a leisure facility located at the front of the GNLP site was recognised as an opportunity to provide improved visibility and connection to the wider development plans, concerns were raised through resident engagement in respect of user experience and disconnect to other amenities.

1.42 It was further considered that a new facility located at the front of the site, integrated into the GNLP development may also include residential above, forming part of a mixed-use building. This would need to be evaluated further with Regal to confirm asset ownership arrangements, risk and liabilities. Where such types of arrangements do exist, management and operational complexities are more prevalent.

1.43 A number of site constraints also become prevalent when considering a new facility at the front of the GNLP site; namely achieving the spatial requirements associated with each design option (A, B or C). Option C, estimated at 4,014sqm is the only design option which could be accommodated at the front of GNLP, this currently excludes confirming the location of lido and therefore a potential disconnect could materialise between the location of the leisure centre and the outdoor water facilities. This would impact management, operation, experience and any further safeguarding requirements.

1.44 As a consequence, this site option limits the Council's ambitions to create an enhanced and improved destination facility, it does not align with the demand analysis or consultation results which highlighted concerns on integrating a new facility into the proposed residential development and the user experience/ performance of different types of facilities (eg lido).

1.45 In consideration, further analysis was undertaken to identify alternative locations within the wider GNLP site (outside of the head lease area) which could accommodate all design options (A, B and C). The disused bowling green and associated vacant pavilion was highlighted for further exploration. The site has not been utilised for approximately 5/6 years and has been subject to anti-social behaviour and vandalism.

1.46 An initial high-level appraisal, reveals that this area can accommodate a larger footprint facility with an increased and enhanced mix of facilities, aligning with the demand analysis and engagement results. The perceived additional benefits of this location strengthen the connection to Glebelands Open Space, improving access between indoor and outdoor leisure facilities. In addition, a new

leisure centre located within this zone provides for major enhancement opportunities whilst retaining its identity as Finchley Lido.

1.47 Locating a new facility on the disused bowling green site, still provides for improved visibility and access as part of the GNLP development. It has been identified that the area would require reconfiguration to optimise car parking and access arrangements. Through further design development it is proposed that this is explored in more detail especially in the context of adjoining leaseholders.

1.48 To create an attractive new destination facility, the preferred location for a new leisure centre is to pursue development on the former disused bowling green and associated pavilion.

Capital and Revenue Cost Estimates

1.49 The cost of building a new leisure centre will depend to a large extent on the final detailed design. Typically, this is not anticipated until the technical design stage (at RIBA Stage 4), and usually in advance of a planning submission. Other items that impact the final capital cost include risks that materialise during construction and scope changes that are requested post confirming the final design. As part of developing the Outline Business Case, both the Council and Regal London have conducted an independent assessment for each option (A, B and C) which has been undertaken by qualified quantity surveyors to provide cost estimate information.

1.50 As a prospective scheme remains in early development and subject to agreement, several assumptions and exclusions have been applied until further investigations have been conducted. For the purposes of progressing the Development Agreement (referred to in section 1.20), a key principle of the DA is that Regal will pay the Council a premium amount to deliver a new leisure centre. The value is based upon design option C, as this is the mix perceived as closest as a comparator to the existing facility. In opting to proceed with an enhanced facility, additional investment will be required to fund the variance between the minimum premium and Option B.

1.51 The table below reflects a summary of the capital cost estimates for each of the design options based on high level information.

All £m	Option A	Option B	Option C
Total Cost Estimate	TBC - £49,875,271	£40,087,940 - £45,680,124	£24,633,451 - £29,271,746

1.52 Depending on the final cost of construction and the commercial agreement, there are various scenarios as to how much the Council would need to contribute towards the development under each design option. The business case has assessed the funding options available, which could be accessed via CIL and/or prudential borrowing which would enable the development of Option B. Further detail is provided in section 5 of this report.

Revenue Projections

1.53 Business plans have also been developed for each of the design options which sets out associated income and expenditure projections. This also includes a 'do nothing' status quo scenario which has assessed the impact of not redeveloping a new facility. Under this scenario it is assumed that the financial performance of the facility will deteriorate as new competition enters the area, taking away existing customers with a higher quality offer, and the building continues to age which

increases operating costs. This scenario results in a negative financial position beyond the Councils leisure management contract which is due to expire in 2028.

1.54 The net revenue projections associated with Option A, B and C are all assumed to produce a significant saving when compared to the status quo option (do nothing). However, when assessing the revenue potential of all three options, Option B produces the greatest projected net operating surplus, this is largely due to the range and type of facilities included. The mix of facilities in Option B are greater than Option C and therefore would attract a greater number of users each year. Option B also has less demanding operational requirements than Option A, which has higher levels of expenditure, and this is reflected in the income potential which is lower than Option B.

Social Value

1.55 As part of the business case, a financial model was used that calculates the economic, social, health, employment, and wellbeing benefits in real time using the actual data and the Office of National Statistics local datasets to reflect within the model the multiplier effects, displacement, deadweight or leakage calculations which will generate the key outputs of jobs, gross value added and health and well-being.

1.56 The table below presents the social and economic impact of each design option and capital cost variation. These figures have been considered alongside the financial information and results of the public consultation when determining the recommended option to progress.

All £m	Option A	Option B	Option C
Total Social & Economic Value	TBC £56,526,719	£47,411,581 - £48,692,201	£31,282,264 - £32,344,442

1.57 It is expected that a new leisure centre will create a considerable level of both social and economic value to Barnet. It is worth noting that the funding model adopted to deliver a new facility does not have an impact on the results, however the capital cost of the development is material to the results.

1.58 A further breakdown is located in section 4.8 of this report.

2. Alternative Options Considered and Not Recommended

2.1 The existing leisure facility will require continued investment up to the end of its useful life. If 'Finchley Lido' is not replaced, the cost of managing it for an operator will increase as the building continues to age (e.g. due to increased maintenance and energy costs and declining usage) and therefore the Council's leisure management contract (existing contract expires 2028) will not be as attractive to the market and as financially advantageous to the Council.

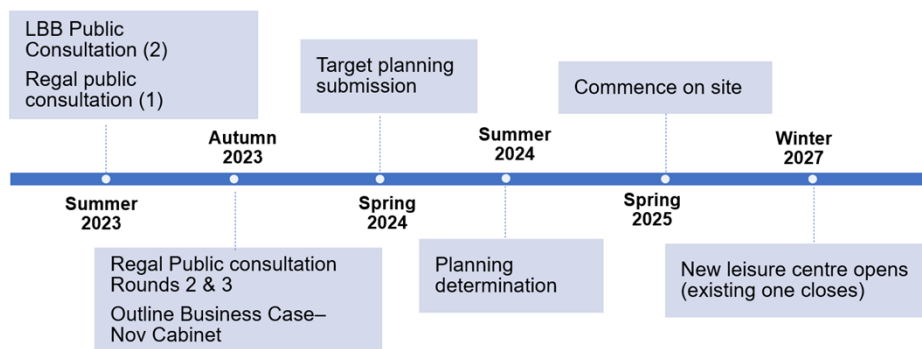
2.2 Not to extend the headleases or vary the terms; would mean that no new housing (including affordable housing) could be provided at the GNLP, and that any leisure centre re-provision could not be funded from the redevelopment.

2.3 Allow Regal to do a variation of their headlease only without the condition for the reprovision of the leisure centre. This scenario would mean that Regal would pay the Council a premium in the region of circa £5m but it is considered that this would present a missed opportunity for the Council to re-provide the outdated Finchley Leisure Centre.

3. Post Decision Implementation

- 3.1 The business case has been developed on the basis of providing a recommended option with regards to: capital and revenue estimates, demand analysis, engagement results and strategic alignment to Our Plan for Barnet priorities.
- 3.2 It should be noted that further work will need to be undertaken in the next phase to determine a more detailed design specification, alongside site surveys and investigations. This also includes further consultation with adjacent leaseholders to the bowling green site area.
- 3.3 The above items will support in developing the most appropriate funding model to deliver Option B. The Council will work with Regal London, GLL (the Councils leisure operator) and other key stakeholders to inform this exercise and ensure due diligence remains.
- 3.4 In progressing Option B, the Council will commission technical support to provide additional assurances to the developing programme. A project team will be established which includes representation from officers that are responsible for leisure, regeneration and capital delivery.
- 3.5 A high-level timetable is set out below which identifies the key milestones; noting that respective stages are subject to the relevant approvals and consents to enable progress.
- 3.6 Timescales are also subject to change.

Timeline



- 3.7 Additional actions to be progressed post Cabinet include;
- Continue to negotiate and finalise the DA in line with the Cabinet decision;
 - Service of a VEAT notice at the appropriate time;
 - Preparation and consideration of an equality impact assessment.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 A series of cross cutting priorities have been identified as part of developing a new facility that contribute towards the Councils Plan for Barnet. These are;

People	Places	Planet
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<ul style="list-style-type: none"> • Creating a family friendly attraction; • Focussing on prevention to help people live well and stay healthy and happy; • Tackling inequalities by giving everyone equal opportunities to be active; • Helping children achieve a healthy start in life through physical activity. 	<ul style="list-style-type: none"> • Helping to meet the physical activity needs of a growing population; • Helping make Finchley a thriving, safe and attractive place to live; • Developing a facility that offers fun for residents of all ages and is not just a traditional leisure centre. 	<ul style="list-style-type: none"> • Enhancing the local environment and green spaces around the GNLP; • Aiming for a Net Zero Carbon development; • Giving people opportunities to be physically active by providing an active environments.
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Corporate Performance / Outcome Measures

4.2 A new leisure facility will support in delivering Our Plan for Barnet, specifically under the Borough of Fun and Enhancing Greenspaces themes which seek to increase engagement, and improve and enhance our leisure facilities and parks.

Sustainability

4.3 A new leisure centre will be designed and constructed with the aim of being carbon neutral. A key principle of the design will be to achieve BREEAM excellent standard (Building Research Establishment Environmental Method). Throughout the design, construction and delivery the Council will work with Regal to ensure that the centre will incorporate the highest standards and use of technology to ensure energy efficiency and to keep carbon emissions as low as possible.

Corporate Parenting

4.4 Not applicable.

Risk Management

4.5 At this stage a number of high-level risks have been identified which will be monitored as the project progresses.

4.6 Broadly these are;

Risk	Impact	Likelihood	Mitigating Action
Opposition to leisure centre redevelopment scheme.			Establishment of consultation and engagement plan, which includes a range of communication methods to obtain resident feedback.

Wider GNLP development is not supported			Liaison with Regal London to assess impact and implications.
Objection to planning application.			Strategic planning advice to be obtained.
Increased lifecycle and maintenance of facility if not developed			The existing facility is subject to an ongoing programme of maintenance. The associated costs are expected to increase as the building continues to age.
Failure to secure the funding strategy to deliver Option B			Review of CIL programme and funding model to deliver.
The projected revenue does not meet anticipated forecast.			The feasibility study findings have formed a cautious baseline for the capital costs and income estimates. Further financial modelling and testing will be undertaken.
Project resource has the appropriate technical expertise.			Early engagement with key stakeholders for the design and build elements. Appointment of cost consultant and technical project manager.
Technical studies and investigations reveal adverse impact to programme			Establishment of project team meetings with key stakeholders.
Design and Build appointments and arrangements.			Provisions in place to ensure suitable contractor appointments are made to deliver a high-quality leisure centre.
Capital cost estimates increase – resulting in impact to programme and budget.			Appointment of cost consultant to provide technical assurances.
Risk to MTFS delivery – in the event that the Council is not able to secure the same commercial terms in a future leisure contract agreement.			Assessment of the Councils leisure management contract to ensure that it still meets the Councils priorities.

4.7 The project will establish a full risk register which will be updated and monitored regular and reported as part of the Councils risk management process.

Insight

4.8 The Outline Business Case has been developed utilised insight taken from supply and demand analysis (detailed in the Strategic Outline Case - April 2023), in addition to two separate rounds of engagement. This information has been supplemented by capital cost information, whereby market conditions have been assessed and costs have been estimated benchmarked on recent leisure centre projects. Revenue estimates have also been gathered based on existing and future projected performance, based on market trends and available sector information.

Social Value

4.9 Please also refer to Section 1.55.

4.10 Below is a detailed summary of the social and economic impact of each design option against the minimum and maximum estimated capital costs;

All £		Option A	Option B		Option C	
Capital Cost	TBC	£49,875,271	£40,087,940	£45,680,124	£24,633,451	£29,271,746
Economic Benefits						
Gross Added Value - Construction	TBC	£11,421,527	£9,180,210	£10,460,831	£5,641,105	£6,703,282
Gross Added Value - Operations	TBC	£7,882,015	£4,589,528	£4,589,528	£2,544,195	£2,544,195
Social Value						
Physical and Mental Outcomes	TBC	£4,628,576	£4,183,249	£4,183,249	£2,872,030	£2,872,030
Mental Wellbeing	TBC	£22,255,916	£20,114,619	£20,114,619	£13,809,786	£13,809,786
Individual Outcomes	TBC	£175,925	£158,999	£158,999	£109,161	£109,161
Social and Community Development Outcomes	TBC	£10,162,759	£9,184,975	£9,184,975	£6,305,987	£6,305,987
Total Social & Economic Value	TBC	£56,526,719	£47,411,581	£48,692,201	£31,282,264	£32,344,442

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

Financial Overview

- 5.1 As referred in section 1.52, the business case sets out the capital and revenue estimates for each design option, in addition to a range of scenarios, including the implications of a 'do nothing', status quo option for comparison.
- 5.2 This exercise has also analysed the overall viability of each option using a net present value (NPV) assessment. This assessment takes the capital cost (or the portion of it that the Council will be liable for) and revenue surplus for each option over a 50-year period and discounts the value of future cash flows to today's values. For clarity, Government guidance has been followed by applying a 3.5% annual discount rate to bring all future costs and benefits attributable to the investment back to a current common value.
- 5.3 A key part of these calculations is to identify the amount of capital that the Council will be required to invest to deliver the project under each option. This will not be the full capital cost as Regal London will be investing into the cost of the new leisure facility as part of the Development Agreement.
- 5.4 The model assumes that Regal are able to fund the cost of Option C and the Council funds any variance to deliver Option B. The total estimated cost at this stage of delivering Option B is between £40.08 -£45.6m.
- 5.5 To deliver Option B, the Council is likely to require additional funding between £11-17m. The next stage of the assessment has taken into account the prudential borrowing required to finance the funding gap. An optimism bias has been included at 10% which is lower than the standard Council approach, however reflects the upper cost estimate scenario and assumes Regal will share liability for a series of risks associated with delivery.
- 5.6 The NPV calculation has been modelled on two different scenarios, one which assumes the existing leisure contract expires and the future cost of delivering a new centre would revert to the status quo option. The other calculation is based on the existing management fee for Finchley Lido as part of the leisure contract. Both these options produce a negative result when prudential borrowing alone is considered as the only funding route.
- 5.7 However, other funding options which include accessing community infrastructure levy (CIL) can provide support in progressing Option B. A model which assumes total CIL investment to fund any variance would enable Option B. There will be sufficient CIL monies generated through the GNLP development which could be utilised to support the anticipated funding gap.
- 5.8 It is also important to consider future commercial opportunities which could be derived from a new or extended leisure contract. The Councils existing leisure management contract with GLL expires on the 31st March 2028, however includes an option to extend subject to performance and agreement.
- 5.9 Subject to the relevant approvals and consents, a new facility is anticipated for completion in late 2027, coinciding with the pending expiry of the Councils leisure contract. It is proposed that a commercial and legal review is explored with GLL to appraise the benefits of a contract extension.

Tax

- 5.10 Assuming Option B is pursued then advice from KPMG indicates that the Council could be exposed to a liability to SDLT in respect of the surrender of the existing leisure centre site. The SDLT analysis is based on the fact that the extension to the GNLP Headlease term will at law constitute a

surrender and re-grant of the GNLP Headlease. The effect of this is that the Council is (1) taking a surrender of the GNLP Headlease; (2) granting a new GNLP Headlease; and then (3) (once the new leisure centre is completed) surrendering its underlease of the existing leisure centre. The value of the existing leisure centre is therefore brought into account for the purpose of SDLT calculation. In addition, consideration needs to be given to the surrender by Regal of the “sliver” of land comprised in its headlease of land to the north of GNLP, which is needed in order to facilitate the delivery of the NLC on the former bowling green site. KPMG’s advice on any SDLT implications of this aspect is also being sought.

Design, Build and Delivery

5.11 The Council will work with Regal London to deliver a new leisure Centre.

5.12 There are several benefits which have been identified in Regal delivering the scheme on the Councils behalf, these are;

- Economies of scale, given that Regal will be delivering the wider GNLP scheme.
- Accelerated route to market, resulting in more efficient programme.
- Avoiding the need for the Council to identify a design and build team directly.
- Opportunities to reduce the overall cost of procurement and resources required by the Council.
- A more cohesive masterplan for GNLP and the site, working together in partnership.
- Avoid the need for separate contractors working / accessing parts of the same site areas.

5.13 In progressing this option, and ensure that technical assurances are achieved and quality is not compromised, the following items will need to be addressed as part of the Development Agreement and programme with Regal;

- Ensure that the Council has the ability to secure an appropriate level of control over design and finishes through the Development Agreement;
- Agreeing some form of risk share with Regal London on the cost of developing the leisure centre;
- Ensuring that Regal London has a professional team and sub-contractors in place who are suitably experienced in developing sport and leisure facilities.
- Ensure that a Project Board is established between stakeholders to govern and provide oversight to the programme.

6. Legal Implications and Constitution References

6.1 The Council has the power to acquire and dispose of land in accordance with Sections 120 to 123 of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals.

6.2 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972

which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

6.3 The Council will need to consider, comply with, and obtain any statutory and legal requirements /consents to give effect to the proposed disposal.

6.4 In respect of any disposal of land arising from this decision the following provisions will apply:

- s 123 (2) of the Local Government Act 1972 states that, except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than best that can be reasonably obtained;
- Section 123(1) of the Local Government Act 1972 permits Councils to dispose of land in any way they wish subject to the remainder of section 123, including section 123 (2) mentioned above

6.5 **Procurement** –Counsel has advised the Council that Regulation 32(2)(b)(iii) of the Public Contracts Regulations 2015 provide Regal with exclusive rights to develop out the new leisure centre. Counsel recommends the service of a VEAT notice at the appropriate time.

6.6 Under Part 2D of the Council’s Constitution, Cabinet is responsible for all key decisions namely:

“an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or

an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough”.

A decision is significant for the purposes of the above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question;

Under the Council’s Constitution, Part 2B also includes the terms of reference of the Cabinet includes the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
 - Monitoring the implementation of the budget and financial strategy;
 - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council’s Policy Framework and implementing those approved by Council;
 - Approving policies that are not part of the policy framework;
- Management of the Council’s Capital Programme;

6.7 Under the Public Services (Social Value) Act 2012, when procuring the provision of services together with the carrying out of works, a local authority is required to consider—

(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and

(b) how, in conducting the process of procurement, it might act with a view to securing that improvement; and whether to undertake any related consultation. This has been observed as this forms part of the regeneration of GNLP and North Finchley more generally.

7. Consultation

- 7.1 From December 2022-February 2023 the Council undertook initial engagement activities to gauge views on usage, redevelopment of the centre and potential relocation. This phase provided emerging facility mix options to be further tested.
- 7.2 In May 2022, parallel with the development of an Outline Business Case, the Council commissioned the support of Mobilise Public Ltd (Mobilise) to support the delivery of further public consultation and engagement. The objectives this phase of public consultation were to build upon the first phase of feedback, understand public opinion on the various potential facility mix elements and options for consideration.
- 7.3 A range of engagement methods were adopted which included; 'community conversation' focused workshops, drop -in sessions and an online survey. In addition to FAQs which were displayed on the Councils Engage Barnet platform. All activities were promoted and communicated via leaflet and poster distributions, direct emails to stakeholders and networks, and via social media.
- 7.4 This round of engagement resulted in a total of 516 responses, which is broken down as follows;

Community Conversation Workshops: (undertaken during July 2023).

- 4 workshops were held attracting 33 residents in total.

Drop-in sessions: (hosted during August 2023)

- 3 drop-in sessions were held at Finchley Lido Leisure Centre with 100 people in attendance.

Online Survey: (from 27th July – 8th September inclusive)

- The survey received 383 responses.

- 7.5 Consultation activities ran alongside Regal London's consultation on the masterplan for GNLP, which sat independently from the Council's activities. However, it is acknowledged that some residents are likely to have provided feedback to both sets of consultation activities.
- 7.6 The findings from the consultation carried out between July-September 2023, corresponds with the first engagement which identified an emerging mix of the types of facilities for consideration. There were also other items which included;
- The leisure centre is a very important asset to residents - reflected across engagement activities.
 - It provides health and well-being, fun and family friendly activities, community spaces, opportunities for young people and older people, and outdoor facilities.
 - Relocating a new facility to the front of the site has perceived benefits – however, moving away from the green space was seen as a loss, noting that increased noise/pollution levels need to be addressed in the design process.
 - 'Like for like' offer is not sufficient – there is a perceived and evidenced lack of supply for certain facilities at present (eg studio space) and increased residential density will put additional pressure on a centre with high demand already.

- Gym and class facilities are important, and an enhanced fitness suite offer should be considered to accommodate demand.
- Indoor water is very important to residents and a priority provision for the new leisure centre (eg 25m x 6 lane pool)
- There was a desire for increased/enhanced provision of indoor water facilities.
- The survey indicated residents prefer a mix of water facilities (e.g., a swimming pool, a leisure pool, a learner pool and an outdoor pool).
- Activities and facilities for children and young people are regarded as highly important, including social spaces (eg café).
- Across all engagement methods, the sauna and steam room were the most popular options for spa facilities.
- Many respondents had not used the current outdoor lido (52%) and gave this a low rank when considering the overall facility priorities

7.7 The total number responses are a mix of qualitative and quantitative methods and the questions varied across the different methods, so they are not always comparable. Some of the key characteristics important to residents and highlighted throughout the consultation were;

- Availability (quantity) of free parking
- Locality (walking distance or public transport routes)
- Affordable
- Inclusive
- Facility offer, in particular the indoor water options

7.8 A full consultation summary report can be located at Appendix B.

8. Equalities and Diversity

8.1 The business case and recommendations have considered equalities impact. In proceeding with the redevelopment of a new leisure centre, further assessments will be undertaken to ensure that a new facility exceeds the relevant design standards and practices. An equality impact assessment is to be obtained.

9. Background Papers

9.1 [Agenda for Policy and Resources Committee on Thursday 20th April, 2023, 7.00 pm \(moderngov.co.uk\)](#) – Item 9

Barnet Council

Public Consultation and Engagement – Finchley Lido Leisure Centre

A final report from Mobilise Public Ltd

November 2023



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1. Introduction

The Great North Leisure Park (GNLP) site is identified in the Barnet Local Plan as a location with residential development potential, which is proposed by Regal London as part of a future mixed-use development. Mobilise Public Ltd were commissioned to engage with Barnet residents to ascertain their views about the re-provision of Finchley Lido Leisure Centre on the GNLP site to assist Barnet Council with developing a design specification and feasibility report. It followed an initial consultation undertaken by Barnet Council that sought views about the refurbishment of the leisure centre and the future location of a new leisure centre, after which the Council decided to replace the leisure centre on the site of the GNLP.

This engagement project delivered three key consultation activities between July and August 2023:

1. Community Conversation workshops
2. Drop-in sessions
3. Online Survey

Four workshops were held attracting 33 residents in total; three drop-in sessions were held at Finchley Lido Leisure centre with 100 people attending these; and there were 383 responses to the online survey between 27th July and 8th September 2023. The consultation on the leisure centre was run at a similar time to, but separately from, Regal London's consultation on their wider plans for the Great North Leisure Park.

This is a full report on the consultation and brings together views shared through the three consultations activities.

2. Background information

2.1 The site

Regal London recently acquired the head lease to GNLP in March 2023 and the London Borough of Barnet has retained its freehold of the entire site. The image below provides a view of the current leisure centre on the leasehold site acquired by Regal London.

Great North Leisure Park has been identified by the council in the draft Local Plan as suitable for residential development. The site provides the opportunity for high-quality private and affordable residential redevelopment with a range of amenities for residents and improved public spaces and connectivity to Glebelands Open Space.



2.2 Proposal for a new leisure centre

Finchley Lido Leisure Centre, located on the site of GNLP, was built in c.1995/96 and is operated by Better on behalf of London Borough of Barnet. The existing leisure centre facility is ageing, and the condition of the building restricts its ability for the council to deliver wider aspirations to create a more active and healthy borough, whilst offering a full family friendly and inclusive experience.

The council undertook initial engagement activities between 13 December 2022 and 23 January 2023 to gauge views on the usage of the current leisure facilities, in addition to views on redevelopment and relocation. After considering the engagement findings, the council decided that the leisure centre will be replaced on the existing site of the Great North Leisure Park. The current phase of community consultation which ran from July to early September 2023 was undertaken in order to help shape the mix of facilities to include on the site. While the future facility mix has not been decided, a wide range of wet and dry facilities were posed to the public for consideration during the consultation, the results of which will be considered alongside a future business case.

It is proposed that the new leisure centre will be funded by a development agreement with Regal London. A new leisure centre will form part of the overall residential-led development of the Great North Leisure Park site.

3. Key Recommendations

The engagement that took place from July to September 2023 combined in person and online opportunities for residents to share their views on the facility mix for the proposed new leisure centre. The three approaches (community conversation workshops, drop-in exhibition, and survey) provided a mixture of quantitative and qualitative data. The qualitative methods (workshops and drop-in sessions) enabled the project to explore the proposals and questions in more detail and collect valuable context to resident views. The online survey was quantitative in order to enable data to be collected about the strength of views for the key questions.

This report explores the rich data that was provided by residents through the different methods employed. As the methods and questions varied, it is not possible to draw direct comparisons across the data collected. However, in analysing the feedback there are some emerging trends about the priorities for the facility mix and feedback from residents that they shared. Here we provide the trends and recommendations that emerged across the different engagement methods, making note to highlight if there are particular findings from a particular method. The rest of the report gives a full and detailed analysis of the different parts of the consultation with summaries of the main points of each at the end of each section.

3.1 The leisure centre is a very important asset and the redevelopment of the leisure centre is an important opportunity for now and the future

Overall, the feedback from residents was that the leisure centre is a very important asset to residents, providing health and well-being benefits, fun and family friendly activities, community and outdoor spaces, and opportunities for young people and older people. The leisure centre is also attractive to local people because of the availability (quantity) of free parking, locality, affordability, and inclusiveness.

Residents attending the workshops and drop-ins recognised that the current leisure centre is not fit for purpose and that there are likely to be compromises, but that these should be carefully considered to ensure that the centre maximises on the opportunities the redevelopment provides for now and generations to come. Residents that had been aware of the consultation for the current leisure centre in around 1995 felt that it did not deliver a fit for purpose leisure centre which has had a short life span, or an adequate outdoor swimming facility. Residents were clear that providing high quality design and facilities is of the utmost importance to their use and experience of the leisure centre.

3.2 Proposed new location has some benefits but perhaps the losses outweigh these

There were mixed views across the workshops, drop-ins and the survey about whether the proposed new location on the GNLP site would improve their experience - some felt it would and others were indifferent or unsure. Some residents felt that as an important asset, if the new facility reflects residents' priorities and needs when it comes to the facility mix, design and management, that it will, by default, continue to attract residents. Residents at the workshops and drop-ins could appreciate that the proposed new location provides increased visibility, accessibility and early delivery. It was also important to them that there was continuous use. These were all important to residents.

However, a number of factors that are important to residents are perceived as a loss. The potential loss of plentiful free parking was a concern for residents and one of the attractions of the current leisure centre. Whilst many understood the logic of moving the leisure centre to the front of the site alongside the A1000, it was perceived that the new location at the front of the site would be a less attractive surrounding area which may make the outdoor areas less enjoyable for users than the current Glebelands backdrop. There were also concerns about the noise impact of any outdoor facilities in the new leisure centre on the new residents and the implications this will have on the facility mix and design. In addition, the visual look into the centre and from within the centre outwards needs to be considered for quality user experience as well as any protected characteristics requirements.

“I like that idea, having it at the front. But people may be put off by people watching you swim or work out from the road”

Some residents also commented that the new leisure centre may seem part of the residents' development rather than an asset for the wider borough. Consideration therefore needs to be given to the aesthetic design of external areas to ensure that these spaces are enjoyable for leisure centre users as it will no longer have the Glebelands in the background. It will also be important that the new leisure centre has its own identity as a public asset.

Regardless of the location, residents at the in-person sessions noted the importance of access to the leisure centre. The new leisure centre should improve the experience and safety of pedestrians, cyclists, public transport users, and women getting to the leisure centre. There were mixed views about improved connectivity with Glebelands and further detailed work on resident journeys should be explored, particularly in terms of safety and connecting health and well-being opportunities for residents.

3.3 'Like for like' will not be sufficient for demand

Residents repeatedly reported that they are already experiencing high demand for the current leisure centres facilities and challenges with booking sessions. With a new residential development alongside it, increased visibility, improved facilities together with it being the only affordable leisure centre in the local area, may lead to demand outstripping supply early in the life of the leisure centre. This will exacerbate an already challenging experience for existing leisure centre users who have reported that they struggle to find availability for the lido and classes. Therefore, the proposal of 'like for like' may not provide sufficient capacity with a residential development on the GNLP site alongside other residential developments in the surrounding areas. Residents would like to see, and consider it necessary, that the new leisure centre offers an enhanced offer. Importantly:

- an improvement to the outdoor lido
- several studio spaces
- an indoor water option that provides swimming as well as learning or leisure options, preferably both as the latter is not available elsewhere and learning to swim is important for the mix of users.
- a cafe

Consideration should also be given to traffic management in and around the site as the flow and volume of traffic will increase to the new residential area and leisure centre. This was another challenge cited as an issue now with the existing vehicles entering and exiting GNLP.

3.4 The lido is a unique aspect of the current leisure centre and Barnet, and could be improved

Although residents felt that the current Lido was poorly designed and not sufficient to take into account all users' needs across different users, residents felt that an affordable outdoor swimming pool was a unique offer for the leisure centre and one that does not exist elsewhere in the borough.

“disagree that we can't have everything. It's Barnet's responsibility to keep it as a functioning lido”

It was therefore felt that careful consideration and design should go into providing an enhanced lido offer or an improved lido even if it was only a couple of lanes.

Through all the engagement opportunities, residents were asked about the choice between an enhanced leisure centre and no external area (lido) or leisure centre that uses some of its space to provide outside water facilities. The general consensus at the workshops and drop-in sessions was towards an enhanced leisure centre facility, however there are many unknown variables and therefore their views were caveated or influenced by their perceptions and experiences of the current lido. The view regularly provided was that the current leisure centre does not meet demand or need now (let alone the future). There was also no clarity over what the like for like offer entailed and whether there was an option for the lido to be heated or open more often. Neither was it clear where the location of the leisure centre would be. The survey, which did not enable further discussion or explanation, did prioritise a balanced offer of indoor and outdoor facilities. What the engagement shows is that it was clear to residents that there is a demand for an enhanced leisure centre *and* strong desire to improve the lido for outdoor swimming, even if this was in a different location in Barnet.

In the workshops, residents felt that the choice between outdoor swimming and outdoor recreation water (splash pads, fountains), in the open spaces of the residential development was not comparable. The sense was that outdoor recreation water is nice to have, but only delivers to young families and their children, and is not an acceptable alternative to a lido or outdoor swimming provision. This is reflected in the drop-in sessions where a swimming pool was seen as a priority for outdoor facilities.

3.5 Affordability and access is important

Although affordability is a relative term, residents generally felt that the current leisure centre is an affordable option for local people and it was important for it to remain an affordable offer even with the newly developed centre. This was essential to provide residents with access to fun, healthy, and social activities regardless of their income unlike neighbouring private facilities.

Some residents raised issues around accessing and booking classes and swim sessions and therefore any future management agreements should consider inclusive and fair access to all the facilities.

“everything is booked via the app. I imagine a lot of business was lost through the app and having the booking online.”

“you cannot just walk in and pay and swim. Have to book a swimming session, if you’re not tech savvy and at that level, then that’s a barrier, and that would affect business too”

This will be an even more pronounced issue if a significant residential development replaces the current leisure park due to likely further increases in demand.

3.6 Young people’s use needs to be considered in more detail

A group that residents raised as likely to be affected by the change of the use of the GNLP to a residential development were young people. Together with the leisure centre, they use it as a relatively safe public recreation area (where often parents will drop off to and pick up from). Specific engagement and consideration of young people’s public space and leisure needs, including safety and affordability, should be taken into account. The Council should seek to provide something for young people to mitigate this. A social value plan for GNLP should engage local residents, including young people, so that S106 and CIL funding could address these opportunities, helping to meet the needs and the aspirations of local people.

Within the leisure centre, the drop-in sessions found that activities and facilities for children and young people are very important and a range of ideas were provided outside of the suggested categories. Once more is known about the leisure centre (location and footprint/capacity), further engagement with children and young people, as well as parents and carers, should take place to ensure that interesting and well-used activities can be delivered in the new leisure centre. Targeted resources to work with young people are recommended so that a tailored and engaging outreach is undertaken to involve young people in designing the new leisure centre and surrounding areas.

3.7 Further opportunities to engage local residents

The redevelopment of the leisure centre is an important opportunity and asset to residents. They are very engaged with the process and keen to improve and protect this public amenity for now, and the future. There was a lot of interest in all design, location, and facilities aspects of the new leisure centre. With further detailed design work to be undertaken on the new leisure centre it is highly recommended to form a resident co-design working group for the next stage of this project. In particular, this work should involve users with protected characteristics (including young people) to explore further and in more detail, some of the findings raised in this engagement and ensure that the centre delivers opportunities for everyone beyond the building's requirements, but in a balanced way for all residents.

It is also important to ensure that developers and architects work extensively with residents to ensure that they can fully engage and participate in local development proposals.

3.8 Good communication and promotion of the new leisure centre

Residents felt that, despite being well used and challenges with accessing facilities and classes, that there were a number of local people that did not use the leisure centre. It was felt that this was largely due to poor promotion and knowledge about the leisure centre and its lido. It is therefore recommended that future management ensures that the centre is well promoted and continues to encourage and listen to user feedback.

4. Approach to engagement

Mobilise were commissioned to undertake an engagement with Barnet residents to get their insights and feedback on the facility mix for the new leisure centre. A mixed approach to the engagement was undertaken in order to provide different opportunities for residents to take part. A poster and flyer were produced to promote the engagement opportunities (see Appendix 6). A total of 3,750 leaflets were distributed alongside posters, to shops, restaurants, cafes and other businesses with a street level presence in East Finchley, North Finchley, Finchley Central and West Finchley and the businesses located at Great North Leisure Park. Posters were displayed in prominent positions in areas visited by the public in each town centre and at Barnet libraries in the vicinity of the Great North Leisure Park. This information was also on the Engage Barnet platform as well as being promoted in the Council's e-newsletters. Full details of the venues where leaflets and posters were left and other means of promotion of both the survey and in person consultation events can be found in **Appendix 3**.

In this section we outline the three different phases of engagement.

4.1 Community Conversation Workshops

Mobilise held a series of four Community Conversations during early July 2023. The Community Conversations were designed as workshops with a small group of residents to explore and understand the community's priorities on the composition of facilities for a new leisure centre. They also provided some insights to help shape and refine the content for the online survey questions and the consultation boards for the drop-in sessions that formed the next stage of the engagement process. There were 4 workshops delivered over a week:

1. 3 July from 6-8pm at Arts Depot in North Finchley
2. 4 July from 11.30am-1.30pm at Mencap in Hendon
3. 5 July from 3-5pm in the studio space in Finchley Lido Leisure Centre
4. 6 July from 5-7pm at Arts Depot in North Finchley

The attendance across the four workshops totalled 33 residents, meeting the aim of groups of 8-10 for each session. Please see Appendix 1 for details of the recruitment process and a breakdown of population demographics for workshop participants.

4.2 Drop-in sessions

Mobilise held three in-person drop-in sessions at the Finchley Lido Centre in August 2023 on the following dates:

- Thursday 3 August from 1-4pm
- Saturday 12 August from 11am-2pm
- Wednesday 30 August from 4-7pm

The sessions were scheduled for different days of the week and times of day to ensure people had a wide opportunity to attend. A total of 100 people attended the in-person drop-in sessions. Please see Appendix 2 for details of attendance at the drop-in events.

Residents were greeted at the entrance to the leisure centre and directed to review the consultation boards with a member of the Mobilise engagement team. Sessions also included representation from the London Borough of Barnet, members of Regal's engagement consultant team (Meeting Place), and local councillors.

A series of nine consultation boards were displayed with key information and questions to gain insights from residents. Mobilise collected feedback on a series of questions relating to the consultation themes and informed members of the public about the opportunity to submit feedback online through the Engage Barnet survey.

4.3 Online questionnaire

An online survey was created to enable residents to provide feedback without needing to attend a drop-in session. The online questionnaire was open from 27 July to 8 September (6 weeks). The questionnaire was composed of 17 questions and additional equalities monitoring questions. A link to the questionnaire was embedded in the Engage Barnet website page for the consultation. A QR code was also included on the consultation flyer and poster to enable residents to link directly to the survey. Over 3,700 flyers were distributed to shops, cafes/restaurants, community organisations and libraries in East Finchley, Finchley Central, West Finchley, North Finchley and the businesses located at the Great North Leisure Park in addition to posters for shop windows.

5. Community Conversation Workshops

5.1 Workshop approach

The Community Conversation workshops were designed to be interactive - using visual prompts to inform as well as help guide resident conversations around their views on the desired mix of facilities for the new leisure centre. This combined considering the current mix and new opportunities. The workshop covered:

- Introduction (context and background to set the scene for this engagement project)
- Location of the new leisure centre
- Facility Mix for the new leisure centre within each leisure zone (e.g., indoor water)
- Facility mix for the new leisure centre across all leisure zones
- Prioritisation of facilities within the leisure centre
- Exploration of outdoor water facilities and location
- Any special considerations for particular users including protected characteristics

Each session began with residents working as a whole group, followed by splitting into two smaller working groups to discuss facilities in more depth. Towards the end of the session, the two groups rejoined to feedback and share each group's prioritisation, enabling all participants to hear the similarities and differences among participants. All participants were provided with post-it notes for any issues or questions they had outside the scope of these Community Conversations as well as any sensitive feedback they had.

Workshops were run by Mobilise, with two facilitators and two scribes. Barnet Council's Communication Lead for Growth and Development, Suley Muhidin, also attended all four sessions and was able to provide corporate responses about the engagement process and wider developments. Participants were offered incentive vouchers as a gesture of thanks for their time upon completion of the workshops (free day passes to the leisure centre were offered as an alternative but not taken up by any participants). Please see Appendix 4 for the Community Conversation Sessions Outline.

5.2 Community Conversations feedback - a new leisure centre

For the first part of the Community Conversation workshops, we worked with all participants to explore their views as a group on the location of the Great North Leisure Park (GNLP), the proposed new location of the leisure centre, and their vision for a new leisure centre.

Current Finchley Lido Leisure Centre and neighbourhood

The workshops began by exploring what residents thought about the local neighbourhood (the wider context where the leisure centre/GNLP is located) and what the leisure centre meant to them¹.

Across all four workshops, residents were clear that the Leisure centre is well used and important to local residents of all ages with both health and community benefits:

“Classes and teachers are amazing.”

¹ They did not explore the current leisure centre in detail as the current views and use of the leisure centre was ascertained in the survey conducted by Barnet Council in December 2022-February 2023

“Resources here are good value for money.”

“Godsend [as it provides respite as a carer]”

“Only go on Friday and there seems to be a community. People catch up, not just about swimming up and down. Check in on each other. Community forms.”

“Eldest child goes and hangs out in the retail park. Kids eat and swim.”

“Good for the retired community.”

However, they were also clear that the current leisure centre has some significant flaws. The most prevalent issue was the facilities poor design, which is not fit for purpose for current needs (this includes the internal facilities and the lido). Some residents felt that some people had stopped using the centre due to management decisions (new app), restrictions for users (i.e., limited use for young people under the age of 16), high demand which means booking spaces in classes or swim sessions is challenging, and limited seasonal use of the Lido:

“People walk in wearing shoes.”

“Cramped space.”

“It’s a funny shaped space.”

“Dingy and dark in places not as welcoming as could be.”

“Prior to covid, your membership allowed you to use any of the gyms. And without any consultation, Better changed that so you had to select one gym or pay a higher membership fee. So, a lot of people didn’t like that so they have lost people.”

“I dislike the lido because I feel it’s not very practical and it’s only open a few weeks a year.”

When asking residents about their views on the wider neighbourhood, these were the areas that residents raised across all four workshops:

- *Attractive and Green* (located adjacent to the Glebelands, which is especially for the Lido)
- *Accessible* (lots of free parking and public transportation makes this leisure centre accessible, with some referencing that this was more accessible than other options)
- *Versatile leisure and sport hub location*² for the community of all ages, especially on weekends and for young people (located near to residential areas and other leisure and sport facilities within and outside the GNLP: *“it’s a good fit for public leisure centre.”*)

Some of the less frequent points or workshop specific comments include providing a swim facility for local schools, providing a place to promote health and wellbeing (including community connections and interactions).

Some of the aspects that could be improved for the leisure centre’s current location:

- Improved visibility (not clear from the entrance to the GNLP)

² These workshops did not focus on the wider masterplan proposals as these are being undertaken by Regal. Therefore this report should not be used as evidence for a lack of commentary about the change of use for the wider GNLP. Residents did report concerns about the loss of the wider leisure park to the local neighbourhood

- Improved pedestrian accessibility to navigate through the site (“really bad pedestrian access” navigating through the GNLP and improved lighting³)
- Promotion to local people so that they know what is available (“Some don’t know about it, even if living locally”, “Underpublicised and not obvious you don’t see it from the road.”)

5.3 Proposed location of the new leisure centre

Residents were updated that, having taken into account the results of the public engagement undertaken on the future of the Finchley Lido Leisure Centre by Barnet Council in December 2022-February 2023, the Council approved retaining a redeveloped leisure centre at the Great North Leisure Park (GNLP). They were also informed that Regal London is currently consulting on the proposed masterplan for the whole GNLP site; which indicates a plan for a new residential development, new leisure centre and other public amenities (such as spaces and shops). They have provided a proposed location for the new leisure centre and this indicative site map was shared with residents attending the workshops:



Figure 1 - illustrative map used in workshop sessions for proposed new leisure centre location and improved access to Glebelands

Residents were informed that this development would provide the new leisure centre with a clear visual presence from the main road and due to residential development and site logistics, would enable the new leisure centre to be delivered in the early phase of the development. This would allow the existing facility to remain open and accessible until a new facility has been built. They were also reassured that the Glebelands remains protected, but the development brings an opportunity

³ These workshops took place in July with long daylight hours and therefore this view may have been more prominent

to unlock and enhance this green space and Regal are considering how the plot can work with these green spaces to open public spaces.

Feedback across all four workshops reflected a mixed view on the proposed location, with residents able to see both advantages and disadvantages of this location. The advantages were mainly around improved visibility to the wider neighbourhood and connection with public transport. It was also noted that a residential development alongside the leisure centre is preferable to looking at a large car park. It would also make it easier for pedestrians to access the site. The drawbacks of this location were:

- Impact on the Lido - this would not be as enjoyable or aesthetic a location for a lido or outdoor use in general (*“having it in front and having outdoor pool not conducive to nice experience”*). Some residents felt that this location would mean that a lido would be excluded from the options as it would not be possible to accommodate this in practical terms (complaints from neighbours) and would lead to a loss of a unique aspect.
- Accessibility by car - although not location specific, residents did raise concerns about loss of free parking for the leisure centre and that a residential development will put extra pressure on the parking spaces and are likely to prioritise new residents.
- Air quality, noise, and outlook - residents were concerned that this would be a less favourable location for users (noisy, poorer air quality and less favourable outlook) and that it might bring complaints from new residents about the users of the leisure centre (in particular if housing was atop of the leisure centre).
- Benefits the developer - a few residents raised concerns that the new proposed location is a profitable option for the developer as the current location adjacent to the Glebelands is perceived as more attractive, and therefore valuable, land. Some felt that this might be strategic to not provide a new lido (*“how are they going to retain outdoor lido if they pull it near the road. Unattractive by the road. It’s really good where it is as adjacent to the open space.”*).

In terms of any change on demand for the new leisure centre, all of the workshops reported that the main influencer on improved experience and use of the leisure centre would be through the design and provision of a new leisure centre, its facilities, its maintenance, and not its location:

“The reason why I use it less frequently is not because of its placement, it is more because of what’s in it. When I do go swimming, it’s not the parking that makes it for me, it’s what is inside it.”

Across all workshops, residents raised that they experienced issues accessing the current leisure centre; they felt the centre is well used, yet it is often difficult to access classes or use facilities (e.g. Lido) due to the number of people using it, which reduces access and enjoyment. In some of the workshops, residents felt that the location within a residential development would put increasing pressure on the leisure centre and that ‘like for like’ would not be sufficient or sustainable for the only affordable local leisure centre:

“I would continue, but concerned about increased demand from new residents.”

“The 2-3,000 more people [in the proposed residential development] will want to use this – you will need more rooms and space than what you’ve got now.”

Although there were only a few young people that took part in the workshops, it should be noted that residents in some workshops did raise important concerns about the loss of the leisure park as a whole for young people. The co-location of options on the GNLP were seen as critical for young people.

“it will die as a community hub. Kids come to bowling parties and eat pizza after. If you take all that away the whole thing dies.”

5.4 Usage of the new leisure centre and the wider development proposals

Residents were asked about their views on using a new leisure centre in a new residential development. The aim of this was to ascertain whether they would interact with the wider development while visiting the new leisure centre. The most popular response was that residents are more likely to use all the local facilities while visiting the leisure centre, followed by the commercial spaces and only using the leisure centre. The least popular response was the connection between using the leisure centre and the Glebelands park, which although an early insight, could suggest that the improved connectivity between the site and the Glebelands is not well understood or else valued by residents outside of the proposed new scheme:

“If accessible to Glebelands you can have a swim and then walk down to the park with a coffee and fresh air. Might use it more.”

“The green space is nothing to do with the leisure centre for me.”

“Don’t think it is an issue connected to the leisure centre.”

Table 1 - Resident responses to their proposed use of the proposed new public amenities in the GNLP development

Workshop	Only use the leisure centre	Use the leisure centre and other spaces on the development (shops, restaurants, public spaces)	Use the leisure centre and the Glebelands park area	Use all the local facilities and spaces as well as the leisure centre
1	2	2	2	3
2	2	2	2	3
3	2	3	0	3
4	1	1	0	5
Total	7	8	4	14

5.5 Vision for the new leisure centre

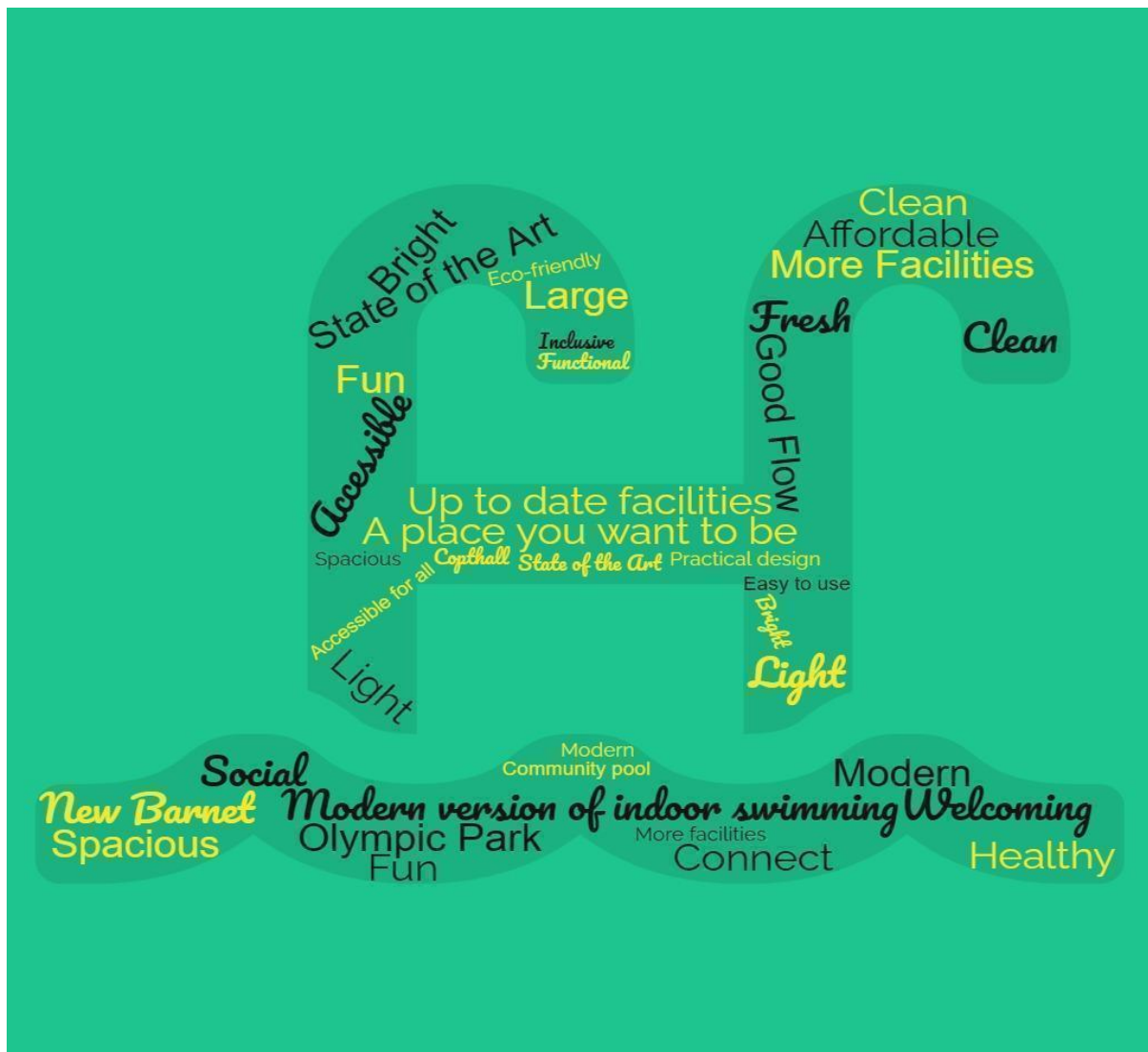
Residents were asked to sit back and think about the new leisure centre and, using only a few words, describe the new leisure centre. There were the most common themes:

1. Design
2. Functionality
3. Purpose (health/social/community)

These were the terms used:

- Clean or fresh
- Light and bright
- Spacious
- Modern or state of the art
- Accessible and inclusive
- Functional and practical
- Affordable
- Healthy
- Fun
- Social or connecting with people
- Easy to use and well laid out (journey through the building)
- Eco/environmentally friendly
- Community pool

Figure 2 - Word cloud of the vision residents have for the new Leisure centre



5.6 Community Conversations: facility mix and priorities for a new leisure centre

In the second part of the Community Conversations workshops, we split the participants into two smaller groups. The conversations in this part of the workshop were supported and encouraged through a visual card sorting exercise. Participants were given a range of facility options for a leisure centre and asked to discuss which facilities they would use and to prioritise them within each category (or leisure centre zone) from 'must have' to 'nice to have' to 'don't need'.

All residents participating in the workshops recognised that there would need to be some compromises and have given the following feedback within that context and provided solutions, which are included in each section.

5.6.1 Indoor water facilities

The inclusion of indoor water was deemed by all workshop participants as essential to the new leisure centre. However, there was some variance over how the learner pool or leisure water were prioritised. It was recognised that both would be beneficial as there is a requirement for learning to swim but also an introduction to water through fun child-friendly features that would be part of an individual's journey to swimming. Residents stated that there were no other leisure pools in Barnet and this is a major attraction for families. Others stated that the lane pool and leisure pool should be provided otherwise this would be a loss.

"Need a learner pool for kids and family friendly and leisure water for little kids. Adults need to swim in the main pool. Can't do without any of them."

"Can't always afford swimming lessons, some people who cannot afford swimming lessons, some ethnic minorities, a playing pool would be better for them than a learner pool."

Some residents suggested whether these uses could be combined. For example,

"Would be good – learner pool and leisure water (split in half)"

"Have a learner pool in the shallow end of the big 25m pool."

"Large pool – children not currently allowed in there. Doesn't have a shallow end at the moment but could be designed to have one."

"You can have those pools which have adjusting floor depth – can make it shallow if you wanted learners."

"Swiss cottage – has an extra lane. It's wider. Is a good idea as this gives people a chance to do other things. More space."

Although discussed in the spa facilities, several workshops also suggested that the jacuzzi could be part of the indoor leisure pool offer.

"Jacuzzi – not needed as part of the spa, but would be good as part of the indoor swimming on the side."

“I’m for the jacuzzi in the main swimming pool, there will always be a group of people who congregate at the end of the pool, so they will have a space. It’s annoying.”

Table 2 - Resident prioritisation for indoor water facilities

Session (Group)	Must Have	Would be good	Don't need
Session 1 (1)	25m 6 lane pool	Learner Pool	Leisure Pool
Session 1 (2)	25m 6 lane pool	Learner Pool; Leisure Pool	
Session 2 (1)	25m 6 lane pool; Learner Pool; Leisure Pool		
Session 2 (2)	25m 6 lane pool	Learner Pool; Leisure Pool	
Session 3 (1)	25m 6 lane pool; Learner Pool; Leisure Pool		
Session 3 (2)	25m 6 lane pool; Leisure Pool	Learner Pool	
Session 4 (1)	25m 6 lane pool	Leisure Pool	Learner Pool
Session 4 (2)	25m 6 lane pool	Learner Pool; Leisure Pool	

5.6.2 Outdoor water facilities

The outdoor water facilities for the new leisure facility had the most complex of the facility discussions. Overall, residents felt that recreational water (such as water fountains) were better suited in public places and didn’t really identify this with a leisure centre.

“Outdoor fountains more appropriate for residential areas of the site.”

There was an expectation this was for developers to consider as additions to the public realm. Therefore, recreational water was not a compromise or alternative for an outdoor pool and should only be seen as an additional offer.

An outdoor pool was stated by all but one group in one session, as a must have.

“[You] can feel passion for lido from all of us.”

However, residents talked about how the current Lido is not fit for purpose, is open only for limited parts of the year, and is neglected. This is probably why the majority of the workshop attendees had strong views about the importance of the lido even though they weren’t regular users of the lido.

“The outdoor pool is never open. That’s the facility I want to use. Want to have swim during the week or after work.”

“The way it is designed is not usable.”

“Nothing wrong with outside pool, it’s everything around it. Nowhere to sit. Get to it by going through a fire exit. Could make it fantastic with nice outdoor space. just needs landscaping.”

There was a strong response across the majority of workshop sessions that if a new Lido was to be provided this should be an improvement on the current Lido and should not be compromised, with a few going as far as to say not to provide it at all if you don’t provide a functional Lido. One group discussed how the current Lido was already a compromise that has not served the community well

“Considering a lido has been on the land since the 1930s or before, it would be good to have a full size pool there. Lost what Finchley lido was – the whole space was huge. To lose a pool there will be pretty sad and what would be nice would be to have recognition of the lido that was there. Nothing shows what was there.”

There was a sense that current residents must be good ancestors and ensure that quality outdoor facilities are not compromised again but enhanced, particularly in the context of warmer summers to enable residents to manage the heat and a climate emergency where shared public affordable facilities can be more efficient and inclusive.

“Otherwise we could regret it 10 years down the line.”

“I don’t use it, but I would cry if the lido got taken.”

“In summer weather, it brings so much joy to people. There isn’t enough outdoor water available. Nearest outdoor pool is crouch end park road, which is used throughout the year. The current one here isn’t heated, they could make the new one heated.”

Several residents across the workshops discussed that the Lido could be used more often and by more residents if it was improved, which included being bigger, deeper, having specific swimming lanes (even if only part time), open more often, heated, and staffed. A retractable roof and solar panels were two solution ideas provided in a workshop.

It is important to note that not all residents attending the workshops felt strongly about the Lido based on its current seasonal use, and were considering the alternative benefits if a lido was not provided in the new scheme:

“If something had to go, I think the outside pool would have to go. If it’s only going to be used a few weeks a year. I’d prefer to lose that than other pools we looked at earlier (inside water).”

The Leisure water proposal (waves/islands etc) had more interest among residents than recreational water (splash pads/fountains etc). These were recognised as a facility that would be attractive to families with younger children and should have adjacent seating. One group suggested that recreation water could be provided in the adjacent Glebelands where the green space and shade would provide an attractive offer. Although another group noted the importance of adjacent changing facilities for families.

“Fountains are popular in other parts of London. Brings young families to them near cafes. The Glebelands could possibly have fountains.”

Other residents suggested that it depends on the indoor water offer and that you “could incorporate leisure into the indoors one, as opposed to extra outside.”

Table 3 - Resident priorities for outdoor water facilities

Session (Group)	Must Have	Would be good	Don't need
Session 1 (1)	pool	leisure water (between would be good and don't need)	recreation water
Session 1 (2)	pool	leisure water	recreation water
Session 2 (1)	Pool	leisure water	recreation water
Session 2 (2)	Pool		leisure water; recreation water
Session 3 (1)	Pool (not unanimous)	Leisure water then recreation water	
Session 3 (2)	Pool	leisure water	recreation water
Session 4 (1)		Pool, Leisure water	recreation water
Session 4 (2)	Pool	leisure water	recreation water

5.6.3 Health and fitness facilities (gym)

Residents were given a range of offers for health and fitness facilities. Across all the workshops and groups, bar one, they all agreed that this facility required all these features in order to be a functional health and fitness facility.

“All must haves. Has to cater for everyone.”

“Stretching and functional could be merged together.”

This would include: cardiovascular machines, resistance machines, strength and conditioning, functional area and stretching area.

Table 4 - Resident priorities for Health and Fitness Facilities

Session (Group)	Must Have	Would be good	Don't need
Session 1 (1)	All of them		
Session 1 (2)	All of them		
Session 2 (1)	All of them		
Session 2 (2)	All of them		
Session 3 (1)	All of them		
Session 3 (2)	All of them		

Session 4 (1)	All of them		
Session 4 (2)	No strong views provided		

5.6.4 Studio space

Across all the workshops and groups, there was largely a consistent response that a studio space should be provided and at a minimum this must include strength and conditioning classes, dance classes, and mind and body classes. The majority of sessions also felt that a studio for spinning and cycling would be good to have. Residents discussed that spinning and cycling would benefit from a second studio due to practical issues with moving the equipment, competition for space, and also the noise generated from these activities which would be contrary to the open and often quieter space required for the other activities.

“Clear out the studio because the spin class is coming in and then there is no stretching space!”

““If you’re going to attract the whole community – then these are all important.”

Table 5 - Resident priorities for Studio space facilities

Session (Group)	Must Have	Would be good	Don't need
Session 1 (1)	Strength and conditioning classes, dance classes, mind and body classes	Spinning / cycling	
Session 1 (2)	Strength and conditioning classes, dance classes, mind and body classes	Spinning / cycling	
Session 2 (1)	Strength and conditioning classes, dance classes, mind and body classes	Spinning / cycling	
Session 2 (2)	Strength and conditioning classes, dance classes, mind and body classes	Spinning / cycling	
Session 3 (1)	All of them		
Session 3 (2)	Strength and conditioning classes, mind and body classes	Spinning / cycling, dance classes	
Session 4 (1)	Strength and conditioning classes, dance classes, mind and body classes	Spinning / cycling	
Session 4 (2)	No strong views provided		

5.6.5 Spa

Sessions and groups responded differently to the spa facility options. The sauna was the most popular, followed by a steam room, with mixed views about a jacuzzi and relaxation space.

“Steam and sauna are important to future proof the centre. Other centres do have this and are very popular. Brings people in.”

Residents suggested that the jacuzzi located as part of the leisure water among the indoor facilities would be a better option and that the sauna and steam room could be provided in a below ground location. Some residents' views were shaped by the current management and use of these facilities and there were different views about whether this offer would help compete with other leisure facilities or not.

“They are really expensive to run, require a lot of cleaning, maintenance, and if we want to make it efficient and financially viable, I can't see why we would have them over more important things.”

“Steam room is full of men, so it is intimidating.”

“Saunas are very small and tight for space so don't think they're used a lot.”

“Most people go to the lido for health and fitness rather than to relax.”

“Spa and sauna more likely to be used well. Attractive to lots of people.”

Table 6 - Resident priorities for Spa facilities

Session (Group)	Must Have	Would be good	Don't need
Session 1 (1)	Sauna and steam room	Relaxation space (mixed views)	
			jacuzzi (could be part of the pool)
Session 1 (2)	Sauna and steam room		Relaxation space
Session 2 (1)		Sauna and steam room	relaxation space and jacuzzi
Session 2 (2)		jacuzzi, sauna and steam room	Relaxation space
Session 3 (1)	jacuzzi, sauna and steam room		Relaxation space
Session 3 (2)		sauna	jacuzzi, steam and relaxation room
Session 4 (1)	Sauna and steam room		jacuzzi, relaxation room

Session (Group)	Must Have	Would be good	Don't need
Session 4 (2)	jacuzzi, sauna	steam room, relaxation room	

5.6.6 Community facilities

The majority of workshops and groups agreed that a cafe and social area were an important element of the leisure centre offer. This was not only a function of providing refreshments and food, but also an opportunity for community interaction and socialisation, and as such, providing a wider community aspect to the leisure centre.

“Would meet friends in café / social area.”

“Café we want! Café is important.”

“People would use a café, as people come out they use McDonalds. If those facilities are going, the cafe would get used a lot more.”

Two of the workshops identified that soft play was optional as they felt there were sufficient alternatives and it would be worthwhile to map other facilities in the local area to confirm this. Although no agreement, it was also felt that climbing walls were attractive and could be provided outside. There were mixed views about the availability of climbing walls in the local and wider area:

“In Copthall the soft play is always empty.”

“Can get soft play anywhere or everywhere.”

“Climbing wall – low maintenance, low impact, easy way of adding and different to all other services on offer. Good for teens also.”

Table 7 - Resident priorities for Community facilities

Session (Group)	Must Have	Would be good	Don't need
Session 1 (1)	café / social area	climbing wall and soft play (soft play slightly higher priority)	
Session 1 (2)	café / social area		
Session 2 (1)	All: Cafe/social area; climbing wall, soft play		
Session 2 (2)	café / social area	Climbing wall	Soft play – not a necessity, can find it elsewhere. We are well served in the area

Session (Group)	Must Have	Would be good	Don't need
Session 3 (1)	café / social area	climbing wall and soft play	
Session 3 (2)	Cafe	Soft Play (split between good/don't need)	Climbing wall
Session 4 (1)	Cafe/social area; soft play	Climbing wall	
Session 4 (2)	Climbing wall	café / social area	Soft Play

5.6.7 Overall priorities

After residents had prioritised facilities within each facility zone, they were then asked to prioritise all the facilities across facility zones and arrange a maximum of eight cards in priority order. The majority of sessions and groups included these top 8 facilities as (this is not exact as some groups combined cards):

- Main Indoor pool (6 x 25m lanes)
- Health and Fitness suite (with all the equipment listed)
- Outdoor pool or Lido
- Function and stretching/studio area
- Learner pool
- Cafe/social area
- Indoor leisure water
- Steam room

As the table 9 below shows, there were mixed views in the order of priority for the facility mix and as the following comments illustrate, this was reflected in the commentary as well:

“Gym and swim are the main ones.”

“Only one thing that we are adding which we don't currently have, is a café. Everything else we are replacing what we currently have.”

“If the outdoor pool is replaced, it needs to be fit for purpose and deeper, bigger, open longer hours, seating around.”

“Leisure is second because it brings so much joy to people. And it's already there, can't lose it.”

“Either outdoor pool or leisure pool.”

Table 8 - Resident priority order of their top 8 facilities for the new leisure centre

Priority	Session 1 (1)	Session 1 (2)	Session 1 (2)	Session 1 (2)	Session 1 (2)	Session 1 (2)	Session 1 (2)	Session 1 (2)
1	Main Indoor pool (6 x 25m lanes)	Main Indoor pool (6 x 25m lanes)	Health and fitness cards*	Lido	Indoor pool (**or outdoor pool)	Main Indoor pool (6 x 25m lanes)	Main Indoor pool (6 x 25m lanes)	Must have – Climbing Must have / Would be good: café / social area Would be good: soft play
2	Functional and stretching area	Functional and stretching area	Café / social area	Joint second - studio space, health and fitness, indoor 6 x 25m lane pool	Studio classes	leisure water indoor	Health and fitness cards*	
3	Resistance area	Cardio area	Studio space cards		health and fitness	all of gym machinery	studio cards*	
4	Strength area	Resistance area	Outdoor pool (lido)		Leisure water	cafe	cafe	
5	Cardio area	Leisure water	Main Indoor pool (6 x 25m lanes)	Joint third - climbing wall, leisure water, café / social area	Café	outdoor pool/lido	In no particular order: learner pool, soft play, leisure water, sauna or steam room	
6	Outdoor leisure water or outdoor pool	Steam room	Indoor leisure water		Learner pool – to bring kids in part of essential facilities?	studio space		
7	Learner pool or indoor leisure water	Learner pool	Learner pool		Outdoor pool – torn between this and learner pool priority	spinning / all classes		
8	Steam room	Outdoor lido	Climbing wall	Learner pool	Steam room or jacuzzi (spa)	sauna		

* Combined cards so maximising on priority areas

** If a better outdoor pool was provided this would go straight to the top

Although table 9 shows that there are some differences in how residents prioritised the facility mix, there are some commonalities. Table 10 shows the breakdown of facilities based on how common (or not) the facility was included in the prioritisation:

Table 9 - Resident prioritisation of facilities for the new leisure centre

All included these facilities	Majority included these facilities	Minority included these facilities
<ul style="list-style-type: none"> ● Main Indoor pool (6 x 25m lanes) ● Health and Fitness suite (with all the equipment listed) ● Outdoor pool or Lido ● Functional and stretching/studio area 	<ul style="list-style-type: none"> ● Learner pool (7 of 8 groups) ● Cafe/social area (5 groups) ● Indoor leisure water (5 groups) 	<ul style="list-style-type: none"> ● Steam room (3 groups) ● Climbing wall (2 groups) ● soft play (1 group)

5.7 Inclusion

Residents participating in the workshops were asked to consider any special or additional needs of individuals, families and groups or for others with protected characteristics. There was not a significant discussion on this across the workshops, although there was more focus on this for the session held at Mencap as this attracted some users with particular needs, and with the workshop that included young people/parents.

There was a sense that the provision of an outside Lido in a public and affordable facility would be a real asset to the general public. Although this was not raised in terms of financial inclusion for households with lower incomes, residents did raise that affordability was a key benefit of the leisure centre and the lido, with some directly comparing it to neighbouring private facilities. Similarly, heating the outdoor pool and/or providing swimming lanes would enable users across age groups to benefit from the outdoor pool throughout more of the year than it currently does.

“I think it would get more use if the Lido was heated, like the one at David Lloyds.”

“[If heated] a lot of people would use it – older people would use it.”

Residents raised that it was important to improve the changing and showering facilities options to provide more privacy, which would benefit some protected characteristic groups in particular.

“Certain people from religious and ethnic backgrounds would find it particularly challenging in terms of changing rooms.”

“There are no toilets, you need them around the children’s. There’s no toilet around family change which there needs to be.”

It was also suggested that specialist equipment to enable those with physical disabilities to access water facilities as well as improving access to the leisure centre in general.

“People with disabilities, so make sure there are lifts and to get in and out of the pool.”

Safe and light routes from transport and pedestrian access would improve users' access to the leisure facility.

Access to parking, especially free parking, was considered one of the benefits of the current site that encouraged wide and regular use of the leisure centre. This was particularly important for those with protected characteristics who travel to the current leisure centre for its current facilities and classes:

“It’s important to have free parking.”

“[Paid parking could] reduce the number of people who can use it.”

“Someone with a disability needs to be able to park.”

Young people in particular were a protected group for whom the GNLP offers a refuge and is one of the only areas in the community where young people have a deep connection. They were identified as a group most likely to be negatively affected by the proposals for the GNLP and leisure centre.

“Maybe for teenagers...go to the leisure centre and then to a restaurant which meant that I was in one place and safe. If a group of teens came for a day, they can be picked up later by parents at one of the facilities.”

“For youth it could change usage.”

“The leisure centre would be used less if other facilities were removed. Where can they go?”

“Ideal the way it is for using all the facilities and restaurants in the evenings and weekends. Feels quite safe. The town centre is not safe for teens.”

We asked one group how the new facility could attract users with protected characteristics. They listed:

- Wide doorways
- Automatic doors
- Serenity and prayer rooms
- Light and bright spaces
- Step free access, ramps and lifts
- Transport accessibility and free parking
- Organisational culture of inclusion
- Better and faster arrivals and check ins
- A variety of different facilities which can suit different age groups
- Community support (for example as a warm space and support during the cost-of-living crisis)

It should also be noted that it was raised that some approaches to inclusion, and in asking this question alone, may cause exclusions,

“There’s lots of users, it’s sometimes closed off (gym etc) because a separate group is using it. Less single gender classes / groups. Does not happen elsewhere.”

5.8 Summary of workshops

- a. The leisure centre was well-used and important to residents but it was recognised that it had been poorly designed and maintenance and management issues had exacerbated poor experiences of the leisure centre
- b. There were mixed views on the proposed new location for the leisure centre, with residents able to see both advantages and disadvantages of this location. The advantages were mainly around improved visibility to the wider neighbourhood and connection with public transport and the losses were around parking and outlook (adjacent to the Glebelands and not a main road)
- c. A well-designed new facility would make the new leisure centre more attractive and influence usage
- d. Residents felt that they were most likely to use all of the new local amenities in the wider development
- e. Residents provided some key design elements for the new leisure centre which included clean, affordable, accessible, fun and healthy

- f. The indoor swimming pool was the most important asset for the indoor water offer
- g. The lido was important to residents, but the current lido was not fit for purpose and could be greatly improved.
- h. The gym was important and all the facilities were required in the gym
- i. The studio or classroom was also important to residents and there was a sense that if possible, two would be desirable
- j. The sauna and steam room were the most popular spa options, but there were mixed views about whether this was a must have for the new leisure centre
- k. The cafe was an important social area as part of the new leisure centre offer as well as providing refreshments and food
- l. Overall, the indoor pool, health and well-being facilities (gym and studio) and the outdoor pool were resident's priorities

6. Community drop-in Consultation Sessions

Three drop-in consultation sessions were held during August in the rear area of the leisure centre, near the lido and snack kiosk. The sessions were designed to provide information to residents, pose questions to residents, and an opportunity for residents to ask questions. Where it was agreed by residents, their feedback was captured during these conversations.

Table 10 - Community drop-in attendance

Date of in-person consultation session	Session Attendance number	Told about survey/accepted a leaflet
3 August from 1-4pm	26	11
12 August from 11am - 2pm	43	27
30 August from 4-7pm	31	12

6.1 Consultation exhibition

A series of nine information panels about the proposals were developed for the exhibition element of the sessions. These were hung on the exterior walls of the leisure centre facing the Lido, where the sessions were based. Another set of boards was hung in the lobby of the leisure centre and remained there for the duration of August for residents to review outside of the drop in sessions. The boards included graphics, explanatory text, and thematic consultation questions (copies of the boards can be found in Appendix 5).

The content of the boards included:

- Overview with a timeline and why we are consulting now
- Proposed location
- Indoor water facilities
- Indoor spa facilities
- Outdoor water facilities
- Gym facilities
- Classroom/studio facilities
- Children and young people’s facilities
- Community facilities

6.2 Analysis of feedback from community drop-in sessions

The following sections provided an analysis and feedback that was captured from residents attending the drop-in sessions throughout August. Each board posed a series of questions and notes were captured by the Mobilise team present. However, these were conversations, often led by the resident, and therefore the data collected is not consistent. Some residents answered all questions, some answered a few. Some conversations were with multiple residents, and some were one to one. Some residents had a lot to say, and others less. Therefore, it is important to note that any

references to quantify the feedback in the following analysis is provided to give a sense of the frequency with which similar comments were made during open conversations. Similarly, the quotes used in this report (except the survey) are not necessarily verbatim but where possible, we have tried to use the language and sentiment provided by the resident to the best of our ability.

6.2.1 Overview and timeline (board 1)

This board provided residents with an overview of the project and a timeline going forward. It allowed residents to understand where in the timeline this engagement project was positioned, the aim of it, and how this developed from the previous engagement survey. Importantly, this board illustrated to residents that Barnet council had listened to feedback from the previous survey and the new leisure centre would be re-provided on the current site.

During these general conversations, the majority of these conversations with residents took place around the agreed view that the leisure centre needed to be improved and invested in as an important community asset:

“We need every leisure centre we can get. Pools have been shut.”

Residents also provided their ideas for the new leisure centre, including providing additional health services, improved air conditioning (residents are perhaps more attentive to ventilation needs post covid), and providing other leisure activities.

After these suggestions, residents' biggest area of concern was around the loss of other leisure facilities on the Great North Leisure Park site. Some residents were concerned about the loss of leisure facilities and the change to residential housing:

“Housing here is not necessary - this place works as it is.”

“A lot of poor people live in East Finchley - need local amenities that cater to them. Don't forget us.”

“Want it to stay, feeling...that everything public is being taken for the developer's profits. Community facilities are disappearing, places to get together - less community spirited.”

In particular, there were concerns about the loss of these leisure and social opportunities for young people in the area:

“Youth facilities are so important. Big draw for kids. Good to keep more leisure in addition to housing. Keep bowling (maybe a smaller one?), cinema, restaurants.”

“Bowling is good for young people and not a lot going on for them.”

Including this comment from a resident that only wanted to leave one comment:

“I come for swimming lessons [brings grandchild]...they want to use lido and kids need these places, we have knife crime and nothing for them to do.”

A similarly frequent topic was parking. The availability of plentiful and free parking at present was a benefit to users of the leisure centre. Parking details and availability for the new scheme and new

leisure centre had, at the time of the drop-in sessions, not yet been clarified. Therefore, it was difficult for residents to state their views other than to report that current parking is an attraction, that parking needs to be provided, and for some, enables them to visit the leisure centre.

“Will we have enough parking and free of charge? There needs to be a minimum of 40-50 parking spaces allocated for users, or will there be somewhere not on the site where we can park?”

Conversely, it should be noted that those arriving by public transport, foot or bicycle, noted that their current experience of crossing a large car park was not pleasant and for some, they felt unsafe.

There were other comments raised about whether refurbishing the existing leisure centre would be a more environmentally considerate choice. For example, there were concerns about how zero carbon the new building would be, concerns over the cost of the new leisure centre and whether there would be sufficient budget. There were also questions about management and staffing plans, and the need and desire for further engagement when further details and plans are known. Residents also left comments that it was important for there to be consistent use of the leisure centre (the old one would not close until the new one opened).

6.2.2 A new leisure centre and development (board 2)

This board provided details around the proposed new location for the leisure centre and the connectivity proposals to the Glebelands. This board posed several questions to residents in order to ascertain their feedback on how the changes to the wider Great North Leisure Park would shape their use of the leisure centre and the surrounding area.

Q1. What most attracts you to use the existing leisure centre?

Residents provided a wide range of reasons for attending the existing leisure centre. The most frequently cited aspect of the leisure centre was the swimming pool, with some referencing this specifically as important for the family and children's swimming lessons. Similarly, the location, which for some was a very local facility and walkable, was a key attraction of the centre:

“Close to my home, been coming here since I was a kid. Can walk from my house, my eldest has lessons here.”

A few residents discussed the location in a negative sense, citing that public transportation and cycle routes need to be improved, particularly with regards to safely accessing the site.

The other aspects that were mentioned were the:

- parking facilities (that these are plentiful and free)
- sauna and gym
- centre was affordable
- Centre provided an inclusive and social space for the community

Although less frequently cited, it is worth noting that some residents also mentioned the classes (particularly yoga and pilates), that the centre was clean and had online booking, the leisure water, the outdoor lido, and the staff as attractive aspects of the current leisure centre.

“Reasonable price, the lido is great, indoor pool is excellent.”

“Location and walk here, reasonable costs, do Pilates classes. Would like more adult swimming classes to learn and long waiting list.”

“Parking facilities mean that it is accessible and we won't come [if there isn't parking in the new scheme] as we travel. Would be ok if it was local. I come for the wave machine experience and the family.”

“People it attracts - anyone can walk in.”

Although this question was to elicit what attracts residents to the leisure centre, it is important to note that not all residents that came to the drop in sessions used the centre. Some had never used it at all and some had used it in the past, but no longer attended.

Q2. Would the location of the leisure centre at the front of the site improve your experience of the leisure centre?

The current leisure centre is located at the back of the leisure park site, alongside the Glebelands. The proposed new location at the front of the site was shown to residents at the drop in sites using a map of the area. Alongside this, residents were provided with the reasons for this move:

- Improve the leisure centre's visibility, creating a clear visual presence to the wider community from the main road
- Enable Regal London to deliver a leisure centre in the early phase of the development
- Help with practical residential and development logistics
- Enables the existing facility to remain open and accessible until a new facility has been built

Residents' responses about whether the proposed new location improved the experience of the leisure centre were mixed. The majority of residents stated an indifference to the proposed location with about a third of those comments stating that this view was based on the availability of parking:

“Not necessarily [improve experience of the leisure centre]. If parking, for example, is impacted then maybe. If there are more residents, higher demand and less parking. If it remains here though it won't change my experience too much.”

Other residents said that they were local, walked, or used public transport and therefore it didn't make a difference to them. One resident said they would feel safer driving to the leisure centre at night and another few said that it all depends on the size of the new facility as this was their priority:

“Is the plot going to be the same size? Want to maintain existing facilities in new plans.”

“Does not matter to me as long as there is parking.”

“No issue as long as the same facilities, location not important if increasing facilities, feel everyone knows where it is.”

For those that supported the new location, they felt this would improve visibility and would be even closer to get to as it was at the front of the site.

“A lot of people don't know the centre is here, so visibility would improve in new location.”

“Better by roadside for accessibility”

“Yes, more visible, more people will use it and don't have to walk past those horrible restaurants.”

One female respondent said:

“I walk here, and the new location would be nicer...appealing to drop in. From a safety perspective, I wouldn't want to walk through a high-rise residential area to get to the leisure centre when it's dark, so the front would feel safer.”

One resident agreed to the new location as long as there was still an outdoor pool. There were several residents who said that regardless of the location, access was important to improve. This included wayfinding, footpaths from bus routes and cycling routes, improved public transport routes across the borough, and storage.

Of the residents that did not agree that the proposed new location would improve their experience of the leisure centre, this was mostly explained by stating that the new location was alongside a busy main road with noise and pollution and it would feel less safe. Others mentioned the loss of the asset next to the Glebelands (attractive location) and the loss of co-located opportunities with other facilities:

“Not nice - too close to traffic - breathing in poor air quality / noise.”

“What about locating it at the bottom left by the path to Glebelands? Other location and pre-existing health and exercise together. David Lloyd not financially accessible. Keen to maximise the access to Glebelands and leisure. Football pitches etc that are public not private and need to connect with the new leisure centre. May be an issue on the proposed road. You can add cycle routes around.”

“An outdoor pool would be better near Glebelands, more popular. A good pool in a nice area would be an asset. “

“Too close to the road, especially if you have young family.”

One resident commented that increased visibility could be unhelpful because it would attract more people, which in addition to the new surrounding residential properties, would put pressure on an already popular leisure centre.

Q3. The proposed development seeks to improve access to Glebelands Open Space (for example, improved walking route), would this impact your experience when visiting the leisure centre?

Residents were mainly supportive of improved access to the Glebelands open space behind the Great North Leisure Park and saw this as an opportunity to provide an asset to the area and/or to them personally.

“That's a good idea, don't know it, pathway into Glebelands, and could have outdoor yoga sessions etc.”

“Never been there, opening it up makes it appealing especially well lit and accessible would be really nice.”

“Would be good, don't even know it exists.”

“Brilliant as where I live could walk through to new centre.”

This improved connection was not seen as important or relevant for those that are only interested in using the leisure centre, travel by car (again, some references to the parking needs of leisure centre visitors) and leave again, or already use the Glebelands. A few said they felt this might not be safe and some people were indifferent to the idea.

“No. just need leisure centre - I use 2-3 times a week.”

“No wouldn't impact or make a difference.”

“Wouldn't want to use space. Not a safe environment to be - dumping ground. Out of sight, out of mind.”

Some residents discussed the protection of the Glebelands area (the protected area was marked on the map) with one resident questioning whether the proposed new route was possible as it was “protected hedge land”.

“Lack of use of Glebeland open space - how much is it going to be protected?”

Q4. Will the proposed change to a residential area with public spaces and other amenities to serve the local community change how frequently you use the leisure centre?

When talking to residents about whether the proposed change to a residential area with some public amenities would affect how frequently they use the leisure centre, the question prompted many respondents to share their concerns about the impact of the proposed residential development. The current Great North Leisure Park provides a range of social and recreational activities including a cinema, bowling, the leisure centre and restaurants. Most of the comments reflected two main points. Firstly, that their use of the leisure centre would stay about the same, reflecting that the leisure centre is a uniquely important asset.

“No difference, just come for the leisure centre.”

“No - would affect other things like my access to other amenities, not my pool or gym usage.”

The second major theme was concern about the increased density. With more residents (approximately 800-1200 new residential units)⁴ and potentially cars, residents are concerned that this will have a significant impact on their ability to access and use the new leisure centre. They were concerned that the change in overall use to residential would change how attractive the whole site

⁴ Subject to planning consent

is, the types of people who will use it, and change the public feel of the leisure centre to an asset for the residential complex.

“It would [affect my use], in terms of parking and easy access. Currently the complex is family friendly. Residential blocks may make it less family friendly. May impact safeguarding as well. For example, if it overlooks the leisure centre. Also, will feel like it belongs to the residents [living next to it]”

“Not change [my use], just number of people using it, concern new residents get discount, impact availability of the centre, especially if like for like, already busy and difficult. Security and feel less safe getting through residential area.”

“Yes, use the other facilities on the site like restaurants at the same time. Need parking otherwise not a trip we would make - mix of what else is available.”

“Issue with parking space if inundated with new members. Classes need to be increased”

Residents were often unable to comment accurately how much they thought the changes might impact their frequency because the details of the proposed masterplan and the new leisure centre could not yet be confirmed (i.e. parking arrangements, size of the new leisure centre and what it would accommodate). However, a few residents remarked that they felt that it would increase if nicer and provided same service, but there were a few more that commented that they felt that they would use it less frequently.

“Would use it less. Use leisure centre and bowling etc, make a whole day out of it.”

“Probably - wouldn't feel so accessible.”

“Wouldn't use if part of the residential development.”

6.2.3 Indoor water facilities (board 3)

This board provided residents with some key questions about the indoor water facilities for the new leisure centre to ascertain priorities and use.

Q1. Which of the following are most important to you when it comes to indoor water facilities?

Residents were asked which of the following indoor water facilities were most important to them: Swimming pool, a learner pool, leisure water.

The overwhelming response from residents was that the swimming pool was a priority, with more than double the mentions than learner pool or leisure water. This was followed by the leisure pool and then the learner pool third. Of those that mentioned the learner and leisure pool, almost all mentioned one other indoor water use alongside it, suggesting that there is a high demand for the swimming pool, but that the other uses also provide an important utility for residents:

“Leisure water is important for non-swimmers, this is why we come here.”

“A swimming pool - longer than 25m. 50m would be amazing and people would travel for it as there is demand”

“Swimming pool priority. Learner pool classes kids. Leisure water is fun, none of the others have it.”

“Learning and leisure pool - fun family activity, when it's winter, spend time here.”

“Leisure water because you can go and hang out with friends. More attractive to more people my age [young person].”

It should also be noted that some residents, when stating their priority for the swimming pool, were considerate of other residents that use the indoor water and that the other facilities were important for the community:

“Leisure water is loved by the children, for others not a priority for us “

“Swimming pool but would want other facilities if they lose the outside water then need good suitable facilities for learners and children and adults. More inviting to the wider community. Important to understand current and future usage to address it.”

“A swimming pool for laps is most important. Kids' lessons are important to keep. Aqua fit in the evenings as well.”

“A swimming pool - longer than 25m. 50m would be amazing and people would travel for it as there is demand.”

In discussions around their priorities for indoor water facilities, residents also made some additional suggestions alongside their priority water choices. This included:

- more and better showers
- Increase the swimming pool size (50m would be a real attraction)
- Pool managed for different swimming types i.e fast lanes
- Continue pool-based classes in the holidays
- Aqua aerobics
- Warmer water temperatures
- Diving pool with moveable floor
- Improved changing rooms
- More lessons and water-based activities (adults)
- Two pools
- Improved ventilation
- Build leisure centre over several floors
- Use lane swimming pool for leisure uses

Q2. What do you want to use the new indoor water facilities for?

Residents were then asked about what they would want to use the new indoor water for and the board provided a list of examples: lane swimming, swimming classes, aquatic classes, school / clubs and group uses, specific user group sessions, interactive water fun.

Unsurprisingly, given the priorities for indoor water facilities, lane swimming was the most frequently mentioned activity that residents do or would like to use the new facilities for. This was, in the same pattern, followed by interactive water fun and then swimming classes. There were only a few mentions of school and clubs, but it should be noted that the timing of the drop ins may have affected this response as it was during the summer break.

Although a number of people discussed aquatic classes, there were a number of adults that specifically mentioned aqua or water aerobics specifically. Residents also mentioned that they use the swimming pool while using other facilities in the leisure centre, such as the gym and sauna. Using indoor water for fitness was mentioned by a number of residents.

“Swimming practice after lessons elsewhere, helps learning swimming. Price is reasonable. Only use it with the kids.”

“There should be more classes. Like aqua aerobics, synchronised swimming. Community and group activities, aquatic classes.”

Alongside discussing how they would use the indoor water facilities, residents also provided some suggestions and recommendations for the new leisure centre:

- Increased access to lane swimming
- Review schedule of swimming activities by classes
- Longer and wider pool to maximise use
- Modern changing rooms with cubicles, partitioned from the pool
- Disabled access for elderly
- Social swimming not just lane (adults)
- Warmer water
- Water aerobic classes in the day and evening
- Better design (unwelcoming space with the chairs)
- Women only sessions
- Natural pool with no chlorine
- Senior aquatic classes

Q3. Is a viewing area of the swimming pool (e.g. for parents and carers) important to you?

When asking residents about the importance of a viewing area for the swimming pool, the vast majority said that this was important (three quarters of responses recorded), particularly for parents and relatives that bring children to the swimming pool although there were other benefits to a viewing/seated area:

“Definitely yes. Monitor my daughter and watch her lessons and give her feedback afterwards.”

“Very much so. Needs a proper sitting area. Do competitions, tiered seating, fit more people.”

“Seating at Copthall, Barnet around the pool but seating not important for aerobics (just swimming).”

“Yes, because he might drown, makes you feel more comfortable.”

“Yes, because my mum can't swim and I would want her to see it.”

6.2.4 Spa facilities (board 4)

This board sought resident views on the options for spa facilities and their priorities.

Q1. Which of the following facilities are most important to you for an indoor spa?

Residents were asked to consider spa facilities for the new leisure centre, not just the current offer, but a new offer. They were given the following as options: sauna room, steam room, monsoon shower, relaxation area, treatment rooms, hydrotherapy pool.

The most frequently cited responses were a sauna followed by a steam room. The other uses had similar frequency of being cited as each other, but significantly less than the sauna and steam room. The least noted was the treatment room.

“Dry sauna best and steam room with aromatherapy”

“Big sauna - I use the current one and I like it.”

“Two saunas - Finnish and infrared steam rooms and cold plunge”

“Steam room, treatment rooms, need to be really nice and well cared for, good design standard but if expensive is a challenge. Do well or not at all. Hydrotherapy would require additional services so may need more than that.”

Whilst stating their preferences, residents provided some additional comments and suggestions which included creating adult only spaces for the sauna and steam room, improving it (larger and well maintained), and the jacuzzi could perhaps be located in the indoor water area as part of the leisure (fun) water offer or outside.

It should also be noted that there were some residents that also said that they wouldn't use the spa facilities, with some providing the additional comments that it wasn't for them, they can't use it or they consider jacuzzies a health risk.

Q2. Would you prioritise spa facilities for the new leisure centre?

When asking residents about whether they would prioritise the spa facilities for the new leisure centre, the majority of responses (with a small majority) did not prioritise the spa. A few suggested just the sauna, but not the whole spa offer.

A number of residents discussed that the spa would be a “nice” addition, and may be useful to others, but it was not their priority. Across the ‘no’ and ‘would be nice’ responses residents were reflecting their view that the leisure centre is a valuable asset and improvements are needed for the main offer and that in choosing a spa, they may compromise their priority areas:

“Would be very enjoyable but not sure I'd come for the sole purpose [of using the spa]. Not a make or break. Would prioritise for more classes, gym and change space.”

“Not important to me but important to some, could attract people.”

“No - not at expense of other stuff.”

“Not a priority but could be useful.”

“Not over swimming or gym, but still a priority, would be empty without.”

Although the small majority did not prioritise the spa, there were residents that would prioritise the spa and felt like this was attractive, necessary and to be expected, and would enable these kinds of facilities to be accessible to the public:

“Yes, makes it stand out, makes more of a destination. Most gyms don't have spa facilities.”

“Yes, so far public facilities”

“Yes, seems a must, it's a norm for a leisure centre to have a spa”

6.2.5 Outdoor water facilities (board 5)

This board provided key questions about outdoor water facilities to ascertain resident priorities for the new leisure centre.

Q1. When it comes to outdoor water facilities, what types of facilities are of most interest to you?

Residents were asked to provide their view on what types of outdoor facilities are of most interest to them for the new leisure centre. They were provided with some options to consider which included: outdoor swimming, outdoor children's pool, outdoor interactive water, outdoor recreation.

The majority of responses from residents stated that if outdoor water facilities were provided, then the one of most interest to them is swimming. Although lane swimming was popular, residents did also talk about having parts of the pool that are more recreational swimming, for relaxing or having fun with friends and family (children).

“Nice to have outdoor pool - no other in Barnet – important.”

“Lido - use it when it is open. It is important to us. Biggest attraction of the leisure centre is the lido and parking.”

For those residents that were not interested in outdoor water, this was often caveated that their view was affected by their comparison to the current (and past) lido facilities. Residents made comments that the current facilities were too small and shallow, often closed or too busy, and the water wasn't heated. It was often hard for residents to fully respond with a definitive indication about their priorities because there wasn't enough details on the size of the leisure centre, what was possible for outside water provision, or where the new leisure centre would be located:

“Not if the current size, can't swim in it, skewed to kids.”

“Want decent outdoor water open year-round - this makes sense with the growth of outdoor swimming in cold water.”

“Swimming needs to be heated for people to use it more.”

“Outdoor pool is hardly open and it gets [full] quickly when it is.”

“There is a lot of history involved here. A lot feel the council should provide one. For me, it depends on the usage. If it is used lots then it should be reprovided.”

Although not as popular as swimming, the addition of a children’s pool was seen as the second most popular recorded response with less interest in interactive or outdoor recreational facilities (outside space with no water). However, only a couple of respondents referenced the children’s pool in isolation with the majority of residents citing this alongside the swimming pool or interactive or recreational options. Similarly, only a few residents recorded an interest in recreational water, and when mentioned, it was always alongside the swimming or children’s pool area. Only a few residents cited all four options as their preference.

“Outdoor pool most important and children's pool, some space for watching kids, chairs.”

“Outdoor swimming with a good size pool that is equivalent to inside offer so you can get a decent swim from decent length, different speeds for different users. Outdoor seating to link with café to use after a swim.”

Approximately a quarter of the responses recorded referenced that they were not interested or did not think it was essential to provide any outdoor water facilities or that it was not a good use of resources:

“Outdoor pool is not essential. Only if it is used, currently it is not.”

“Not personally interested but kids love it.”

“It's a white elephant - hardly used, cost outweighs use.”

As with other elements of the leisure centre, residents provided a number of additional comments and suggestions for the outdoor water facility. The two most frequently recorded comments were size and opening times. Residents felt that the size of the current lido was not sufficient, and they would like a bigger, more accommodating pool for different uses. The current opening times are weather dependent which means the current lido is less usable. Residents would like more access - either via heating the water or else the provision of cold-water swimming. The other comments were about the location (how pleasant the surrounding space would be for a lido), making the spaces child-friendly, and maintenance. A few residents suggested some enhancements to the outside water provision, which included aerobic activities, bouncy castle, hire for corporate events, and resistance pool instead of children’s pool.

“Again, it is a question of space - you could have a better use of space for the lido - can only use it certain times of a year, so could do better things with the space.”

“All, important for those who can't travel abroad.”

“Outdoor swimming but not by the road.”

“Used previous Lido, glorious, current version is a sorry size...would love to come here but don't. Come through a sea of cars but great to have a new pool.”

“... Could have cocktails and DJ, hire it for a corporate event.”

Q2. How important is it to you that outdoor facilities are provided within the building / land belonging to the new leisure centre (rather than within the wider public areas of the redevelopment, for example, next to Glebelands Open Space?)

Residents were asked to consider how important it was for the outdoor water to be associated with the leisure centre with the aim of understanding how related these two facilities are for residents. Of the recorded responses, around half of the residents felt that it was important that the outdoor facilities were provided within the boundary. They often cited practical reasons for this such as being able to use all the facilities at the same time, convenience, access to related facilities (changing/toilets):

“Makes it easier to use indoor or outdoor [facilities]. No need to make a special trip.”

“If near the leisure centre then easy to use, otherwise no, as too difficult with changing etc.”

“Not important but a good idea to connect. Go to Windsor as indoor and outdoor water are connected, heated indoor and outdoor, use same water.”

“We live in England, so having an outdoor pool is not always available. But if I could have it, I would. Would rather have it in / belonging to the leisure centre.”

The other half of responses stated it as ‘not important’ or ‘it didn’t matter’ or ‘better elsewhere’. A few residents suggested that it’s located by the Glebelands or a green area as a benefit to residents and the borough:

“Doesn't matter where they are as long as everyone can use them.”

“That is better near Glebelands so those who cannot afford a leisure centre can still use it.”

“Open water as part of Glebelands. Staff area / toilets outside / defib. Better facilities for users. OPEN ALL YEAR.”

“Makes sense for practical financial reasons. If at the front as proposed and outdoor then how will it be landscaped and treated on the roof? Nice to have outdoors by the green, with views, changing rooms and café. Indoor down the road. Park Road has outdoor changing. Wouldn't use indoor and outdoor at the same time.”

Q2. Which is more important to you – the size and facilities available in the leisure centre or the option of outdoor water facilities alongside the leisure centre?

This question was designed to elicit from residents their priority on how the total space for the leisure centre should be used. A significant proportion of residents thought it was more important to maximise the indoor facilities than provide outdoor water facilities. Comments provided alongside this reflect comments made throughout conversations: that the current indoor facilities are well used and residents would prefer to see more facilities to accommodate demand. They also cited the

weather and limited use of the lido facilities as a reason to not dedicate space to this purpose when demand for indoor facilities is great.

“The size of the leisure centre - sometimes no space now.”

“Swimming is essential for health and keeping us mobile. Facilities indoors are used more.”

“Size is important - big enough for children and adults.”

“Would prefer a bigger indoor leisure centre and more classes and studio space indoors. Would prioritise space indoors - would access this year-round but outdoor space is not usable/available all year round.”

Although fewer people stated a desire for both indoor and outdoor facilities, there were still people who would choose to have both, and it should be noted that this question was asked within the context of ‘like for like’ replacement offer amid a new residential scheme.

“Larger outdoor pool and have it open.”

“Balance between both.”

“Indoors is a priority. Outdoors is a bonus.”

“Indoor most important, if you can't do outdoors you would be disappointed. Old lido was only outdoor, not indoor [leisure centre]. We need indoor facilities.”

6.2.6 Gym facilities (board 6)

This board provided residents with potential options for the Gym facilities in a new leisure centre in order to ascertain their priorities, interests and use of gym facilities.

Q1. When it comes to indoor gym facilities, what are your priorities?

Residents were asked about their priorities for gym facilities in the new leisure centre and were given the following options to consider: cardio area, resistance area, strength area, and a functional area.

The majority of respondents felt that a gym should offer all these facilities and that they were equally important, even if they didn't personally use all of them. There were only a small number of people who mentioned only one or two particular priorities.

“Everything, use regularly, use as a break when working from home.”

There were a small number of people who mentioned that they don't use the gym, although there was no clear indication that anyone felt that the leisure centre should not contain a gym.

There were a number of ideas for improvements as well as suggestions to improve residents' access to and use of the gym that are worth noting. The majority of these were around needing more equipment as demand is high and having a good, well-equipped, gym is important. On this same

note, residents reported that equipment needs to be well maintained and fixed more quickly than it is now.

“Good all round gym. Replicated and better - right equipment but needs expanding.”

“More equipment/ have to book gym.”

“Equipment - there is too many out of order and positioning of equipment could be better.”

There were also some helpful comments that would make the gym more accessible and beneficial:

- Women-only session or gym
- Exercise classes
- Physio support
- Additional equipment (15m track, vibration plate)
- Outside gym
- Quiet and dimmed lighting sessions (reduce stimulus)
- Big windows and daylight

“Might go to specific only classes e.g. women's only. Not always fitness type, so even a smaller room for women only would prefer that.”

“Having gym quiet space, dimmed lighting, with a film plating, reduce extra stimulus.”

“Physio would help as it is really expensive and need longer support than you get from a GP for real benefits. So it would help to have a walk in clinic at the leisure centre to provide help and guidance to elderly and disabled to get fit and specialise so not just young and fit people.”

6.2.7 Classroom / studio facilities (board 7)

The seventh board provided options for a classroom or studio facility in the new leisure centre and some key questions were asked to ascertain how residents would like to use this facility.

Q1. There will be a studio provided in the new leisure centre for classes. Which types of classes will you be most likely to use in the new leisure centre?

When asking residents about the types of classes that they would be most likely to use in the new leisure centre, they had the following options to consider: spinning / cycling, mind and body, strength and conditioning, cardio, dance.

The majority of the responses mentioned their interest in ‘mind and body’ studio space, and specifically noted yoga and/or Pilates type classes. This was followed in popularity by dance, with the specific noting of Zumba. Spin, strength and conditioning, and cardio had similar levels of interest to each other, but were less popular than mind and body and dance. The majority of responses named more than one activity suggesting that residents are interested in the studio for different classes.

“Yoga/mind body, dance would be fun especially if getting rid of other local facilities as borough of fun.”

The demand for classes at present was expressed at the drop-ins and the most noted feedback for improvement was more classes and studio space, with perhaps dedicated purposes i.e., studio space for loud classes (spin) are not in spaces for more mind and body classes. Other suggestions included a wooden sprung floor, no dividing doors, chair yoga, and reformer Pilates.

“Too popular and hard to book. More classes, oversubscribed. Spin and strength and conditioning. Maybe 2 studios and spin area - best if flexible, maximise use of space.”

“Need more studio space. Designated spin area. Studio should be for classes.”

“Classes are never empty. Time doesn't work. Would use if times worked. I need to be flexible so need to be available all the time and can't book.”

6.2.8 Children and young people's facilities (board 8)

This board specifically focused on possible facilities specifically for children and young people to gather resident views on the interest and demand for these targeted facilities. It should be noted that although some young people's views were sought during this engagement, their participation in the drop-ins were very limited.

Q. 1 How important are the following possible uses for you?

Residents were asked to share which of the possible uses for children and young people are important to them. They were given three options: Soft play, adventure play, other ideas

The majority of respondents said that facilities for children and young people were important with adventure play, and specifically climbing walls, being cited most frequently followed by soft play. There was a sense from residents that activities and spaces for young people were important, with some connecting this to the proposed changes to the wider leisure park:

“Yes, important because if there is only a leisure centre on the site and not a leisure park then the leisure centre needs to provide more. Ideal for young people and amazing for them.”

“Need more facilities for children and young people in Barnet.”

“Should be provided and affordable for mixed ages.”

“Important for all facilities for kids to be included.”

“Not against it but if the same space [sqm], not at the expense of priority uses (swim and studio). Need to give proper new facilities.”

“Really important, would be amazing if here was another soft play area. Soft play and adventure play is important for younger siblings. We only have clown town, and there's only so many times you can take them to the same place - would be good to have this as part of the membership.”

Residents were also asked about any other uses and those provided include:

- Parties
- Gymnastics
- Trampolining
- Ice skating
- Zip line
- Balls and nets e.g. volleyball and badminton
- Football in grass area
- Platforms for jumping
- Soft play in the water
- Somewhere to hang out
- Archery
- Playground

6.2.9 Community facilities (board 9)

This Community Facilities Board suggested some additional possibilities for the new leisure centre that focus associated spaces within a leisure centre in order to understand residents' views on what a wider offer for the new leisure centre could entail.

Q 1 - How important are the following possible uses for you?

The last board asked residents about facilities for the community that could form part of a leisure centre offer. These ideas included a café, social areas, shared workspaces, multi-functional space, or other ideas.

The most popular response was a cafe. Residents felt that this was a good opportunity for the new leisure centre and could bring social opportunities, especially given the proposed changes to the wider leisure park and the loss of those facilities. There were comments about making this healthy and affordable, perhaps with some options of workspaces/charging points to combine the uses of this space, and community noticeboards.

“With extra floors it would be really nice. Especially if getting rid of restaurants not to the detriment of the other facilities. Would like local/independent businesses to promote local opportunities.”

“Interested in shared workspaces, like to swim in the middle of the day and work at the same time. Café would be nice with seating, in the cafe you can start socialising with people - it has a community connection benefits. Casual community feel and build.”

“Café is important. Copthall and New Barnet have one - it's a local business so a good example. Relax, combine social, meet different people, inclusive space and can create local employment... Well-being benefits as not to feel isolated, somewhere to sit together. Make the top floor community space/centre.”

The other options - social area, work spaces and multifunctional space (hall) - were equally popular with each other, although less popular than the cafe.

“These are lacking in the area - shared workspaces are important for the community.”

“Multifunctional space would be good for clubs and schools to use, charities could use it.”

“Multifunctional and social etc can all be together. Maybe no need for a workspace. Depends on if the environment is quiet enough.”

6.2.10 Considering inclusion, diversity, and protected characteristics

A new leisure centre will need to be compliant and consider equality impact assessment. To contribute to this assessment, residents were asked about any special considerations for the new leisure centre when thinking about the diversity and inclusion.

Accessibility - residents discussed the importance of accessibility in terms of getting to the leisure centre by car and public transport, moving around the leisure centre, and using the leisure facilities (changing facilities as well as the style of classes and activities provided)

“Ensure physically accessible, more showers and toilets, changing space outside the pool area as no private space as one open room. More friendly shower space. Toilets at pools are cramped. Lockers, toilet, shower and change together, especially if not going home. towel service would be nice.”

“Use accessible lift for the pool, changing places and toilets for multi-use for profound disabilities. Learner pool is important, women only session and disabled people sessions. Slow pool to take time swimming, quiet time.”

“Physio would help as it is really expensive and need longer support than you get from a GP for real benefits. So it would help to have a walk-in clinic at the leisure centre to provide help and guidance to elderly and disabled to get fit and specialise so not just young and fit people.”

“Chair yoga would be good to enable disabled users, new ideas for disabled users.”

Gender/sex-based spaces and classes - Residents discussed gender considerations in terms of access to the facility (safe public spaces) and improved privacy for changing rooms, which was raised both in terms of diversity needs, but also as a general comment (as identified in sections above). In addition to private changing facilities, residents also discussed a desire for female-only gym, swim, spa times and classes.

“Across all facilities there needs to be dedicated disabled facilities - changing rooms, classes, toilets, lifts, ramps.”

“Needed separate swimming spaces from the changing spaces, it was all too exposed, changing rooms to be for different groups, they didn't like the idea of sharing changing rooms, and that spaces for different age groups to change in would be better so it's more private.”

“Might go to specific only classes e.g. women's only. Not always fitness type, so even if a smaller room for women only would prefer that.”

Improving indoor water - providing equipment to make the water accessible, warmer water, lifeguards, low stimulation (noise and light) and slow swim sessions, and targeted classes for

disabilities, women, younger and older people were all suggested ideas to make the indoor water offer more inclusive.

“Mainly use lane swimming, move adult classes in the pool that are outside working hours. Very loud when swim classes are on. Separate lessons / play from core swimming, important for Neurodiverse people =. Quiet swim sessions. Come to relax.”

“Gendered sessions to accommodate different religions / ethnicities.”

“Would be good to have an adults-only pool.”

Low-stimulation sessions - providing quiet, low light was suggested as helpful to those with dementia as well as neurodivergent residents across the pool, gym, and studio spaces.

“Need a quiet area as it can be noisy and makes it hard to relax.”

Spaces for different age groups - in discussions with residents about different areas of the leisure centre, there were comments about the different ways that young people and children use the leisure centre. There were suggestions that programming could be reviewed to ensure that everyone has the ability to feel welcome and enjoy the facility in an age-appropriate way from the swimming pool to the gym and studio sessions (see also the section above specifically about children and young people). Of course, where possible, it was also suggested that indoor water could provide sections or different pools for different age groups as well.

“Dominated by children so don't come, need lots of adult only time and flexible schedule. Really hard to get it in the borough and to New Barnet, 20-minute drive, still demand there...age inclusive and reflect ageing population.”

“I swim at Kentish Town a lot - they have lane swimming, a pool for children and an additional pool (non-lane) for classes. This suits everyone and should be considered.”

“Age-appropriate programming in studio and variety.”

Community - although residents provided some feedback on how to make the new leisure centre more inclusive, residents also reflected that they felt that the current leisure centre was diverse and provided the opportunity to meet people from diverse backgrounds.

“Mixed culture here, so works for us, go swimming, mix with other people, make new friends from different cultures.”

“All cultures go to classes I go to - all get on and chat.”

It was also noted that the leisure centre model could be expanded to include a wider health and well-being service for the community.

“Expand the concept of a leisure centre into a health centre - GP surgery, community youth centre - association between leisure and health, sport and physio, antenatal classes, specialist services, treatment rooms.”

Other topics on inclusion raised by residents included:

- Affordability - residents mentioned the importance of this being an affordable space both in terms of using leisure facilities but also the cafe
- Quiet space for prayer
- Child care or creche facility and easy access around the centre, buggy parking
- Hosting community and charity events
- Providing open classes to help diverse local community to participate together in leisure activities
- provide rehab, physio and other health related services
- Use specific health warnings for those at risk (epileptics)
- Better promotion of the leisure centre for disabled users
- Notice boards within leisure centre so know about transport as well as ideas on what they can participate in

6.3 Drop-in summary

During the three drop-in sessions, 100 residents attended to find out more about the engagement and leave their feedback. These were the key findings:

- a. The leisure centre is an important affordable public asset that needs improving and investment as it provides local people access to health and well-being facilities as well as fun and family friendly leisure activities
- b. There are concerns about the wider proposal for the Great North Leisure Park into a residential area and the pressure this will put on the leisure centre, the loss of parking, and the loss of leisure facilities for local people, in particular young people
- c. They were supportive of improvements to the Glebelands that the new development would provide although it wasn't clear this would enhance their experience of the new leisure centre
- d. There were mixed views about the proposed new location for the leisure centre, with residents identifying some advantages (easier to access), but also some potential disadvantages such as losing the location alongside the Glebelands for a main road.
- e. The swimming pool and swimming were the main priorities for residents, followed by the leisure water and then learner pool. Many could see the advantages to providing all of these when considering residents' lifelong indoor water needs, and felt there was a demand for all of them
- f. The sauna and steam room were the most popular spa facilities however, residents wouldn't necessarily prioritise a spa if this meant limitations elsewhere in the leisure centre
- g. Residents valued an outdoor water facility for swimming mixed with some more casual swimming, recognising the more leisure benefits of an outdoor pool.
- h. The experience of the current outdoor water facilities shaped residents' views about the importance of outdoor water for a new facility and when asking them about whether they would choose to focus on indoor leisure facilities or using some of this space for outdoor water facilities, they were more keen to maximise the indoor offer due to the demand for indoor facilities already
- i. A gym was seen as a core requirement for the new leisure centre and should include all the facilities outlined
- j. A studio was also seen as a core requirement, with residents suggesting that two would be preferable
- k. There was a demand for facilities for children and young people specifically, with the adventure type facilities receiving the most support

- l. A cafe was very popular suggestion for residents, recognising the benefits this could bring for the community and well-being and social connections
- m. Residents provided some ideas for how to make the facility more inclusive, but also recognised that there are advantages to open sessions as well

7. Online Consultation Survey

The third method of engagement was through an online survey, which enabled residents to provide their feedback online. The public were invited to complete an online feedback form to help the council shape the priorities for a new leisure centre that works for everyone (please see **Appendix 3** for details of how the questionnaire was promoted). The online survey was open for over 6 weeks from 27 July until and including 8 September. The feedback form included equalities monitoring questions and the summary of these can be found in Appendix 9. A total of 383 online responses were received from members of the public. As questions were optional, the number of respondents to each question varies, and this is stated for each question in turn.

7.1 Consultation questions - analysis of responses

7.1.1 Question 1: type of leisure centre user

This question asked residents about what type of leisure centre user they were in order to ascertain whether the results on priorities reflected a mixed user group or not. This question (with its pre-selected options provided), was answered by 377 respondents and skipped by 6. The responses show that although the majority (two-thirds) of respondents are users of the current leisure centre, there was a good mix between members, occasional, and non-users, including those that no longer use the leisure centre. Some of those who ticked the option ‘Other’ specified that they would like to use the leisure centre but do not due to lack of privacy in the changing areas and the poor quality of the leisure centre and is not fully accessible to those with disabilities.

“The leisure centre was not fully designed and developed for electric wheelchair users so I have not been able to participate in all its events, facilities etc. that others are enjoying.”

Table 11 - Types of leisure centre users who responded to the survey

Are you completing this survey as: (Please select one option)		
Answer Choices	Responses	
An existing member of the leisure centre (all membership types apply)	28.12%	106
Occasionally use the leisure centre	22.28%	84
Not a member, but frequently use the leisure centre (such as pay and play)	18.04%	68
A past user of the leisure centre	17.77%	67
I do not use the leisure centre	7.43%	28
Other (please specify)	2.39%	9
Only use the leisure centre when the outdoor facilities are open	2.12%	8
On behalf of an organisation that currently uses the leisure centre (e.g. school, community group, local sports club)	1.06%	4
Don't know/not sure	0.80%	3
	Answered	377
	Skipped	6

7.1.2 Question 2: What most attracts you to using the existing leisure centre? (please select up to two options)

This question was answered by all respondents and what the results show is that the leisure centre is convenient to access and affordable. The most frequent response to the questions (46.7%) was that “it is convenient to access via parking /other modes of transport”, followed by “it is affordable” (41.78%) and “there are a range of facilities available both indoor and outdoor” (34.2%). The swimming and water-based facilities were the most common theme that residents specified in their answers. Of the 48 individuals who chose Other, 30 replied that the pools are the aspect that most attracts them to Finchley Lido Leisure Centre.

“Closest toddler friendly swimming pool.”

“Lido/outdoor pool in the most important.”

“It’s the closest swimming pool to my house that I can use whenever I want.”

“Swimming and sauna.”

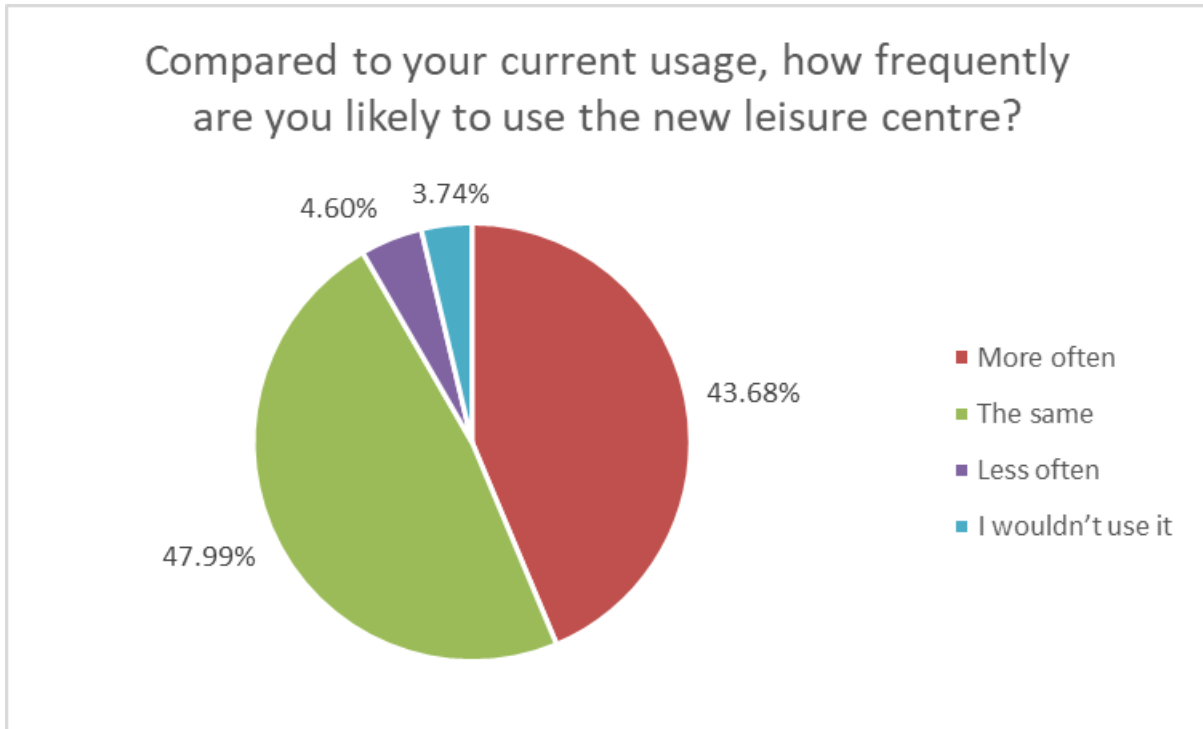
“Nearest affordable swimming pool.”

Table 12 - Resident attractions to the existing leisure centre

Answer Choices	Responses	
It is convenient to access via parking /other modes of transport	46.74%	179
It is affordable	41.78%	160
There are a range of facilities available both indoor and outdoor	34.20%	131
I can combine my visit with using other amenities	15.67%	60
Other (please specify)	12.53%	48
The programme of activities	8.88%	34
Don't know/not sure	5.22%	20
	Answered	383
	Skipped	0

7.1.3 Question 3: Compared to your current usage, how frequently are you likely to use the new leisure centre?

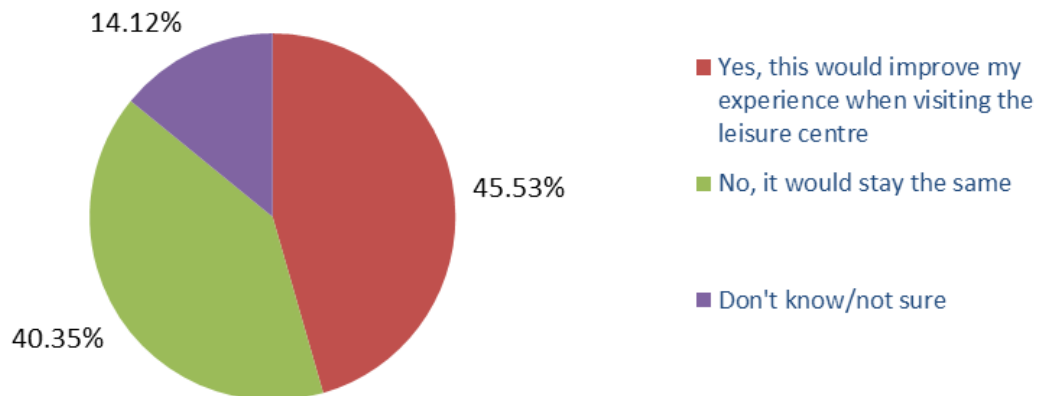
Of the 348 respondents (skipped by 35), the highest percentage of respondents (47.99%) answered that they would use the new leisure centre the same frequency, while 43.68% said that they would use it more often.



7.1.4 Question 4: The new leisure centre seeks to ensure good connectivity to Glebelands Open Space (for example, improved walking route), would this improve your experience when visiting the leisure centre?

This question was answered by 347 individuals and skipped by 36. The highest number of respondents (45.53%) answered “Yes, this would improve my experience when visiting the leisure centre” while 40.35% said “No, it would stay the same.”

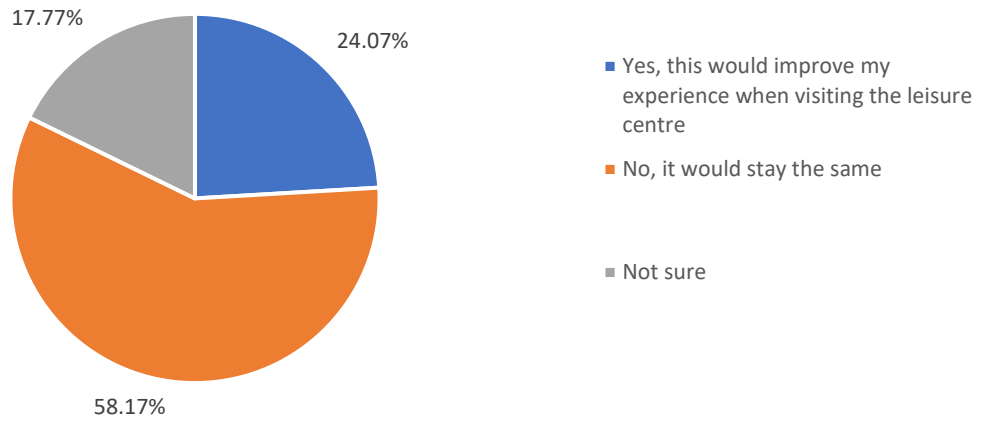
The new leisure centre seeks to ensure good connectivity to Glebelands Open Space (for example, improved walking route), would this improve your experience when visiting the leisure centre?



7.1.5 Question 5: Would the location of the new leisure centre at the front of the site improve your experience of the leisure centre?

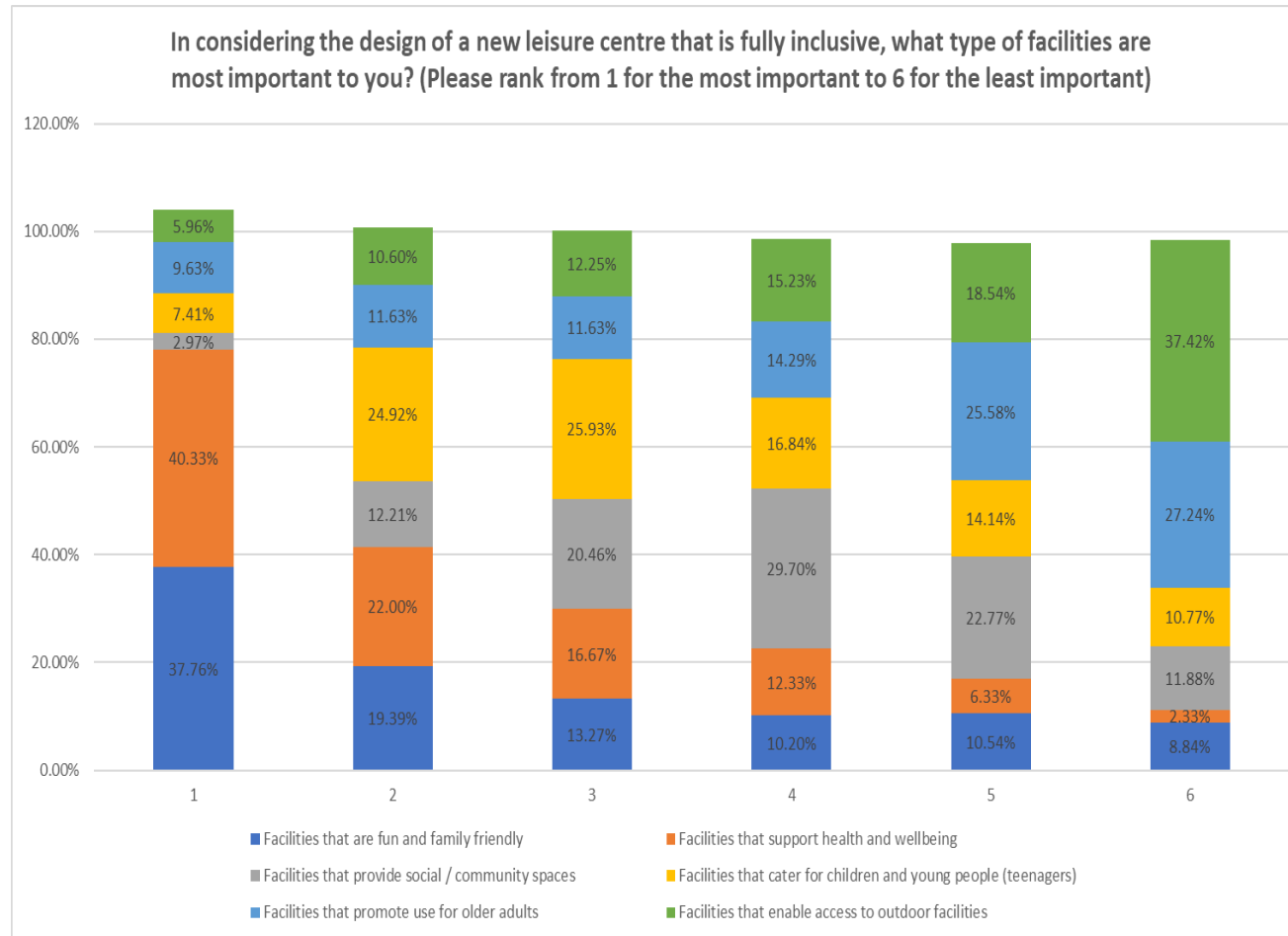
This question was answered by 349 people and skipped by 34. Most respondents (58.17%) felt that locating the leisure centre at the front of the site would not make a difference, responding, “No, it would stay the same.” Fewer respondents (24.07%) felt that it would improve their experience when visiting the leisure centre.

Would the location of the new leisure centre at the front of the site improve your experience of the leisure centre?



7.1.6 Question 6: In considering the design of a new leisure centre that is fully inclusive, what type of facilities are most important to you? (Please rank from 1 for the most important to 6 for the least important)

The most important facilities, and given the top rank, by respondents were “facilities that support health and wellbeing,”. This was followed by “facilities that are fun and family friendly”. The least important were facilities that promote use for older adults and facilities that enable access to outdoor facilities.



7.1.7 Question 7: Below is a list of facilities for potential inclusion. Please tick all options that you believe you would use

This question was answered by 295 people and skipped by 88. The most frequently chosen option was the 6-lane swimming pool (88.47%). Other facilities that were chosen by significant numbers of respondents included an indoor cafe with seating area (72.2%), a health and fitness gym (61.36%), leisure water with interactive water features (60%), and studio space (e.g. for dance, martial arts and exercise classes (57.29%). Spa facilities ((51.86%) and an outdoor pool (unheated) (51.53%) were also among the top choices. The fewest respondents chose soft play (pre-school and early years age groups).

Table 13 - Facilities residents said they would use

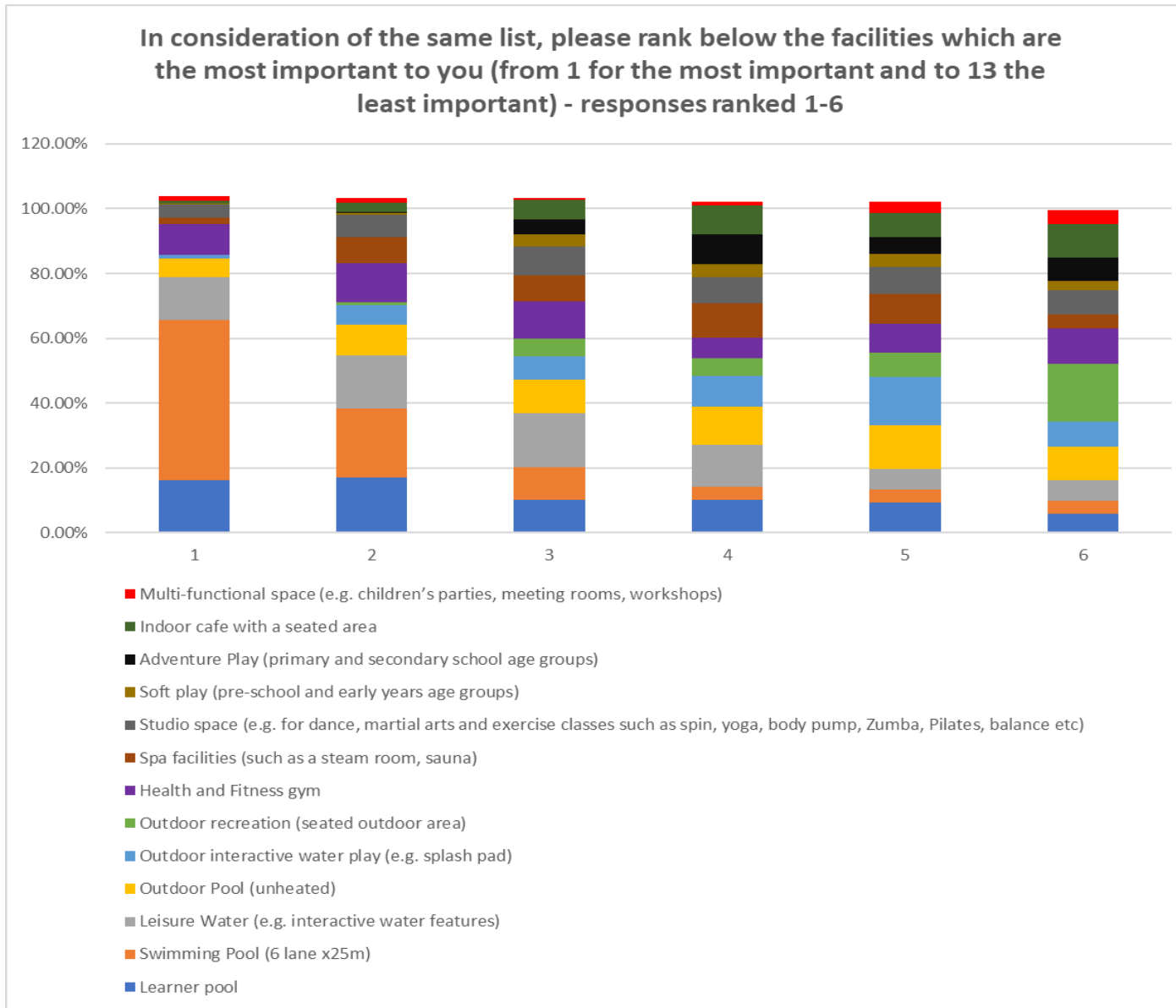
Answer Choices	Responses	
Swimming Pool (6 lane x25m)	88.47%	261
Indoor cafe with a seated area	72.20%	213
Health and Fitness gym	61.36%	181
Leisure Water (e.g. interactive water features)	60.00%	177
Studio space (e.g. for dance, martial arts and exercise classes such as spin, yoga, body pump, Zumba, Pilates, balance etc)	57.29%	169
Spa facilities (such as a steam room, sauna)	51.86%	153
Outdoor Pool (unheated)	51.53%	152
Learner pool	49.49%	146
Adventure Play (primary and secondary school age groups)	46.44%	137
Outdoor recreation (seated outdoor area)	44.75%	132
Outdoor interactive water play (e.g. splash pad)	43.39%	128
Multi-functional space (e.g. children’s parties, meeting rooms, workshops)	37.63%	111
Soft play (pre-school and early years age groups)	28.47%	84
	Answered	295
	Skipped	88

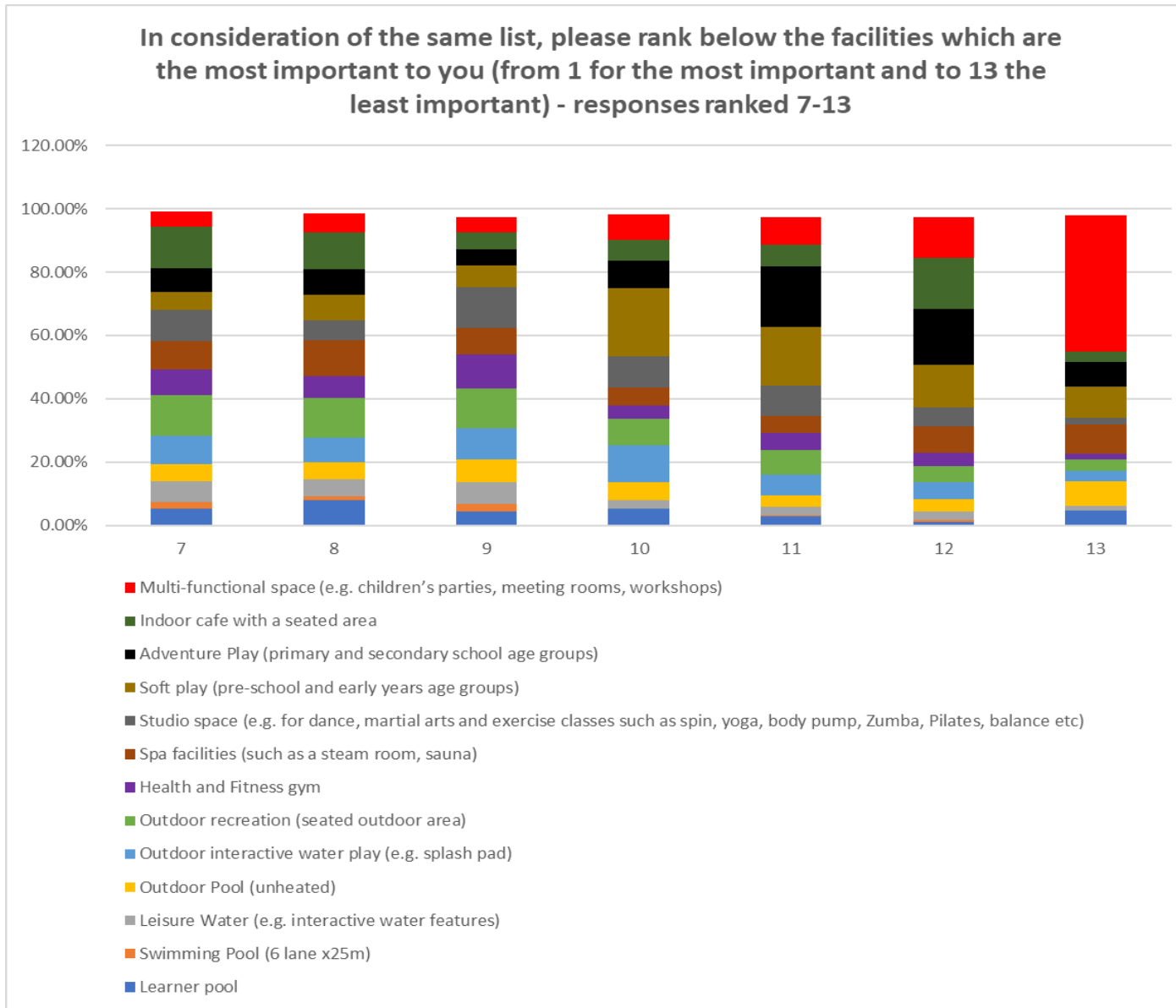
7.1.8 Question 8: In consideration of the same list, please rank below the facilities which are the most important to you (from 1 for the most important and to 13 the least important)

This question was answered by 296 people and skipped by 87. The facility ranked most important was a swimming pool (6 lane x 25m) for 49.48% of respondents. A learner pool and leisure water were also selected as most important with 16.19% and 13.19% respectively. The multi-functional space for children’s parties, meeting rooms and workshops was selected as the least important by 42.96%, significantly more than for any of the other options⁵. An outdoor unheated pool was

⁵ Please see appendix 7 for the full tabled results

selected as most important by only 5.73% of respondents. These results are not that dissimilar from question 7 about the facilities that respondents would use the most.





7.1.9 Question 9: When thinking about indoor water facilities, which of the following facilities are most important to you? (Please select up to three options)

This question was answered by 303 people and skipped by 80 people. “A facility that provides opportunities for lane/casual swimming” was chosen by 83.5% of respondents, followed by “a facility that provides opportunities for learning to swim (for children and adults)” at 62.71%. This question provided an opportunity for respondents to select the option Other and input an answer. Some of the responses included:

“Disabled ramp access”

“Diving board”

“Easy access, ramp as in French pools”

“A facility that is suitable for holding swimming competitions.”

“Adult swim coaching, not just for those learning to swim”

“An environment where noise is reduced so swimming can become a quiet meditative experience without instructors shouting at children all the time.”

Some respondents also submitted comments regarding the poor quality of the changing facilities.

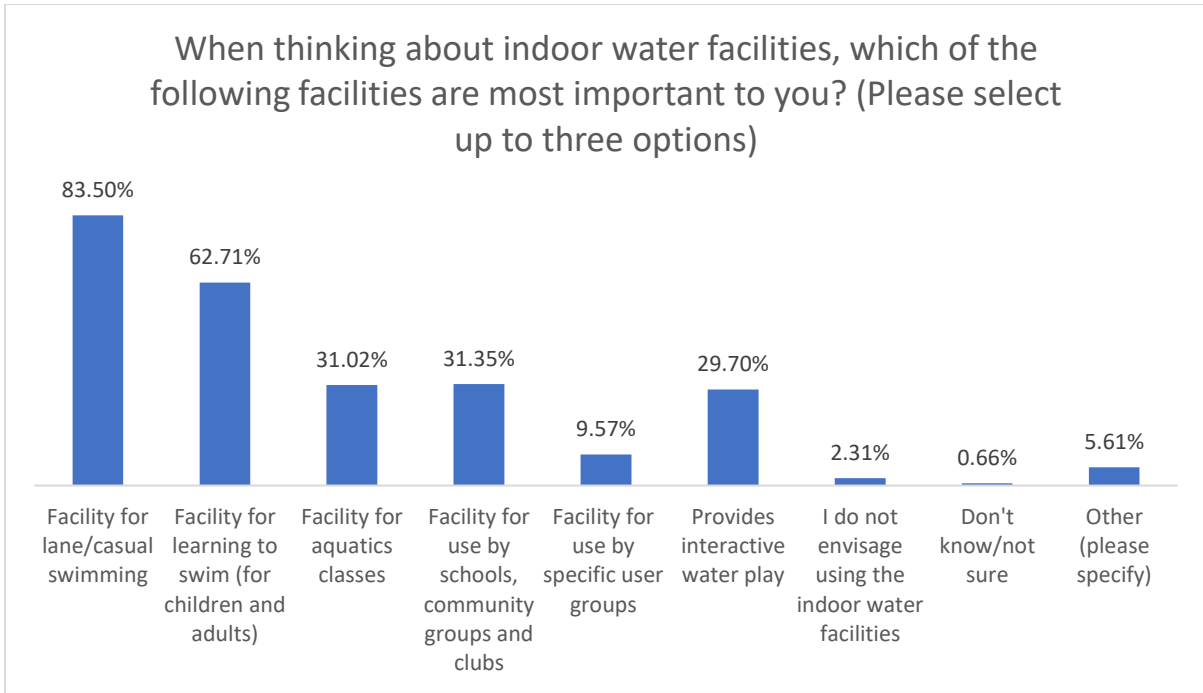
“The most important thing is that there are excellent changing rooms separate for dry and wet changing. The showers need detachable hoses not fixed heads and there should be ample lockers for the gym that take £1 tokens.”

“Single gender changing room with access to hair dryer without entering a mixed sex area. (or hair dryer in private disabled changing room).”

Comments were also submitted under the other option about gender exclusive sessions despite the option to choose that as one of the options for this question, perhaps showing their concern over this issue or not understanding the question wording.

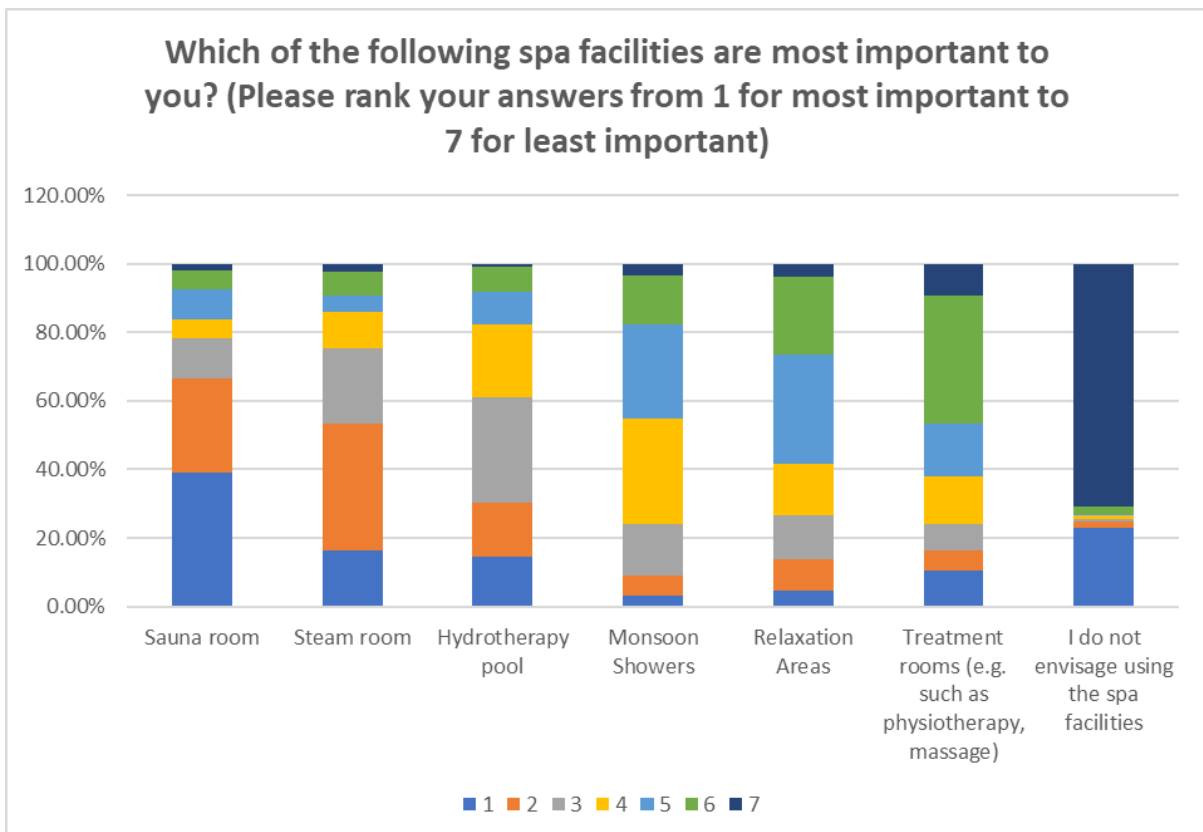
“Women only sessions with female lifeguard”

“In North Finchley area there are lots of women who can’t go to gym or swimming because of men and women togetherness.”



7.1.10 Question 10: Which of the following spa facilities are most important to you? Rank your answers from 1 for most important to 7 for least important

This question was answered by 288 people and skipped by 95. A sauna was chosen as the facility that was most important, followed by a steam room and a hydrotherapy pool was ranked in third place.



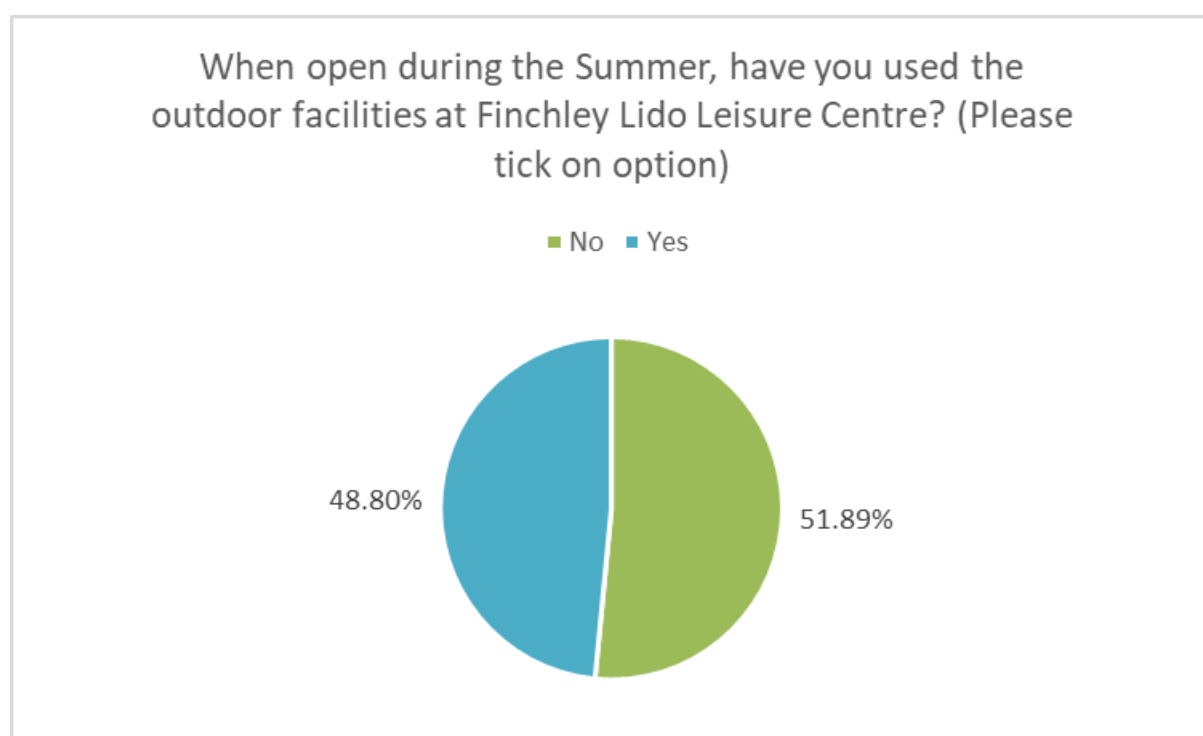
7.1.11 Question 11: When open during the summer, have you used the outdoor facilities at Finchley Lido Leisure Centre?

This question was answered by 291 people and skipped by 92.

Slightly more respondents answered No than Yes to this question.

Table 14 - Percentage of residents who have and haven't used outdoor facilities during summer

Answer Choices	Responses	
No	51.89%	151
Yes	48.80%	142
	Answered	291
	Skipped	92



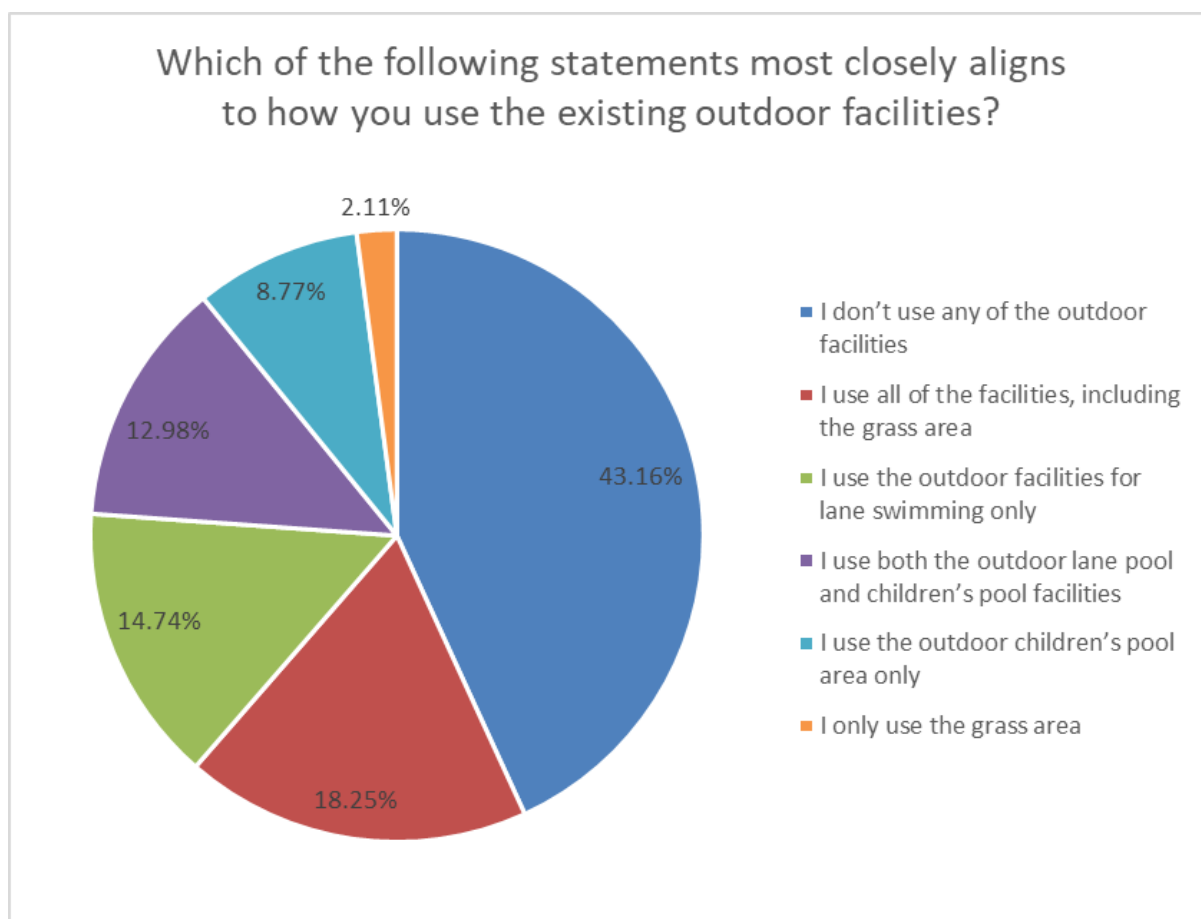
7.1.12 Question 12: Which one of the following statements most closely aligns to how you use the existing outdoor facilities? (One option only)

This question was answered by 285 people and skipped by 98. The most commonly chosen response was "I don't use any of the outdoor facilities" (43.16%). Of those who do use the outdoor facilities, the highest percentage responded, "I use all of the facilities, including the grass area" (18.25%) followed by "I use the outdoor facilities for lane swimming only" (14.74%).

Table 15 - Resident usage of outdoor facilities

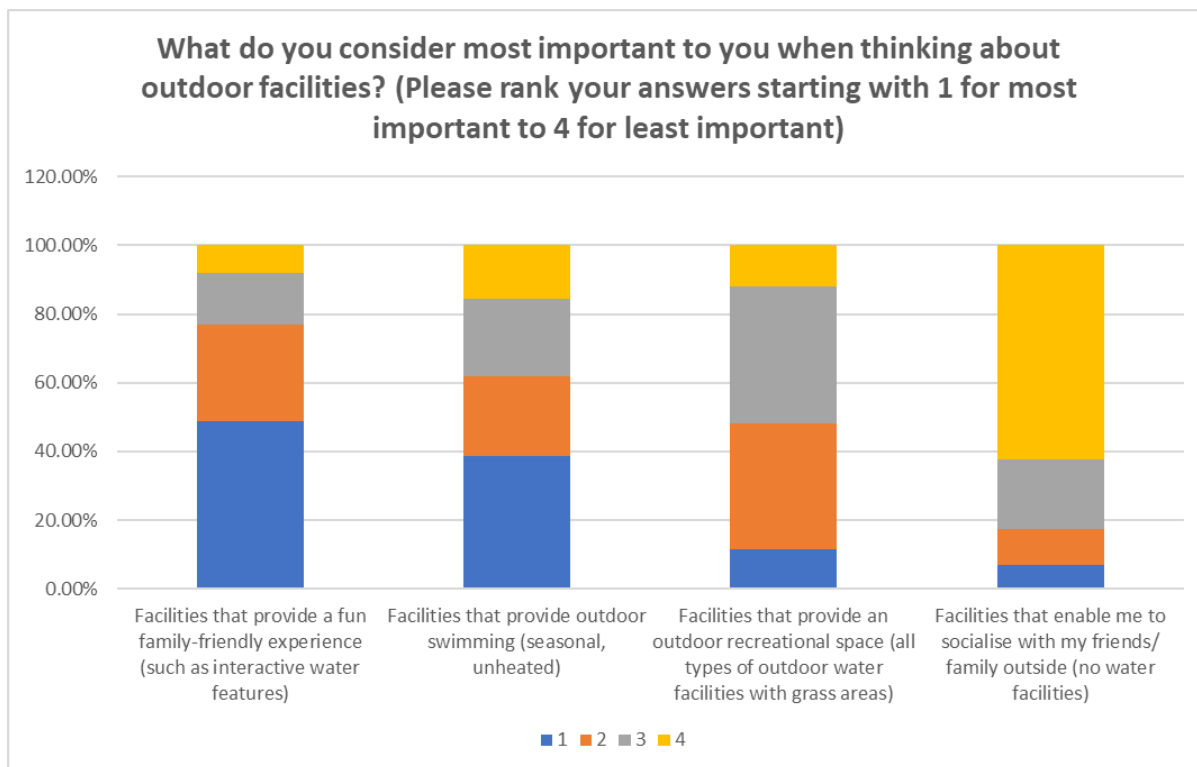
Answer Choices	Responses
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I don't use any of the outdoor facilities	43.16%	123
I use all of the facilities, including the grass area	18.25%	52
I use the outdoor facilities for lane swimming only	14.74%	42
I use both the outdoor lane pool and children's pool facilities	12.98%	37
I use the outdoor children's pool area only	8.77%	25
I only use the grass area	2.11%	6
	Answered	285
	Skipped	98



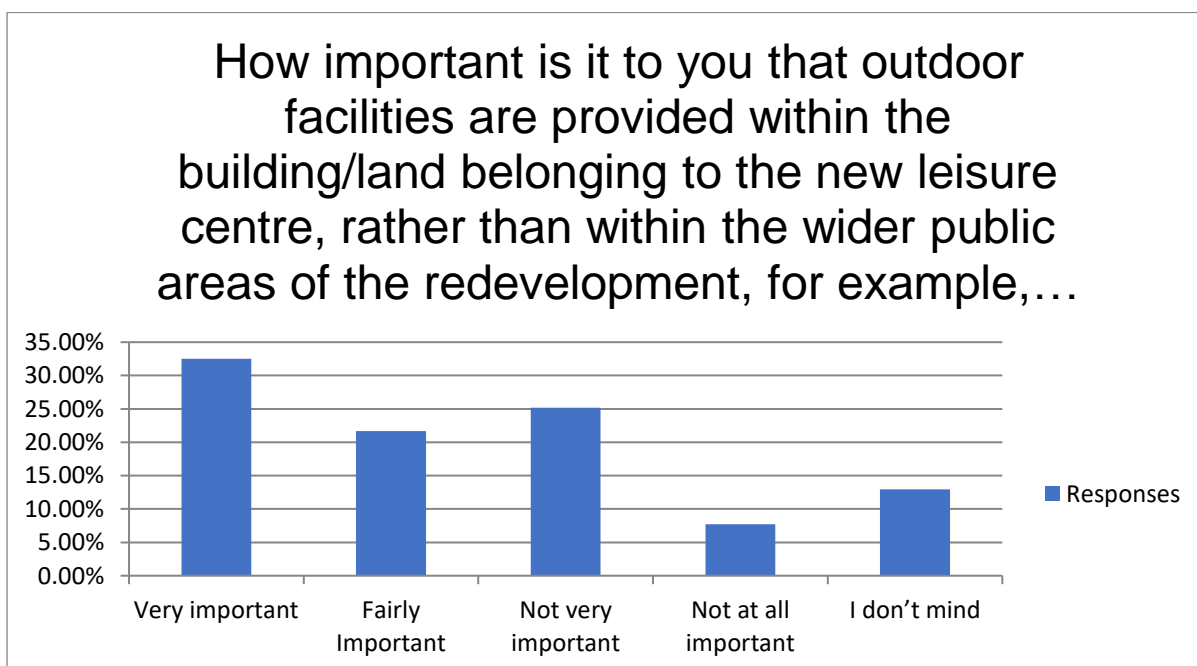
7.1.13 Question 13: What do you consider most important to you when thinking about outdoor facilities? (Please rank answers starting with 1 for most important to 4 for least important)

This question was answered by 270 people and skipped by 113. The option chosen as the most important was “facilities that provide a fun family-friendly experience (such as interactive water features)”. The option to choose “facilities that provide outdoor swimming (seasonal, unheated)” was chosen as second most important by respondents. The answer chosen as third most important was “facilities that provide an outdoor recreational space (all types of outdoor water facilities with grass areas)”. The least important option for fourth place was “facilities that enable me to socialise with my friends/ family outside (no water facilities)”.



7.1.14 Question 14: How important is it to you that outdoor facilities are provided within the building/land belonging to the new leisure centre, rather than within the wider public areas of the redevelopment, for example, next to Glebelands open space?

This question was answered by 286 people and skipped by 97. The highest percentage of respondents (32.52%) chose very important as their response, followed by not very important as the next highest choice (25.17%). These responses suggest that there are mixed views about the location of outdoor facilities in relation to the new leisure centre.

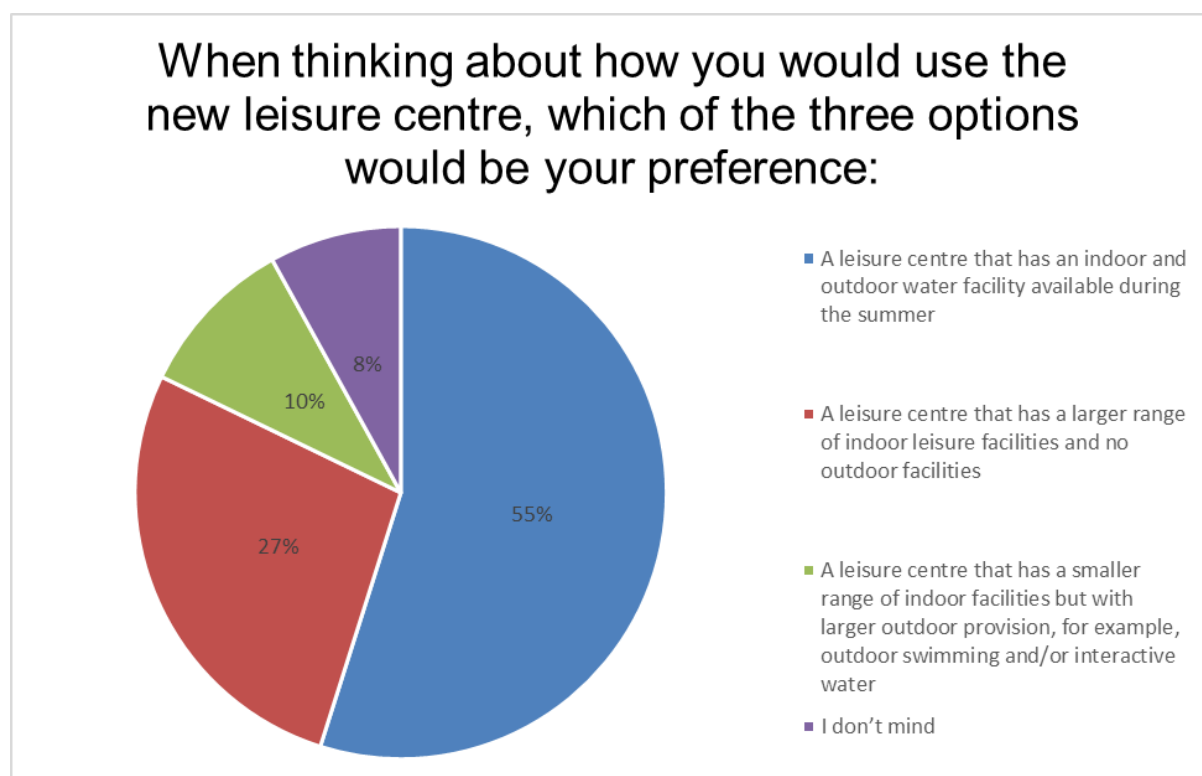


7.1.15 Question 15: When thinking about how you would use the new leisure centre, which of the three options would be your preference?

This question was answered by 286 people and skipped by 97. Respondents were provided with 4 answers to choose from (see table). The option chosen by the highest percentage of people was “A leisure centre that has an indoor and outdoor water facility available during the summer” (54.9%) followed by “a leisure centre that has a larger range of indoor leisure facilities and no outdoor facilities” (27.27%). This question shows that the priority for respondents is to maintain both indoor and outdoor facilities (water-based).

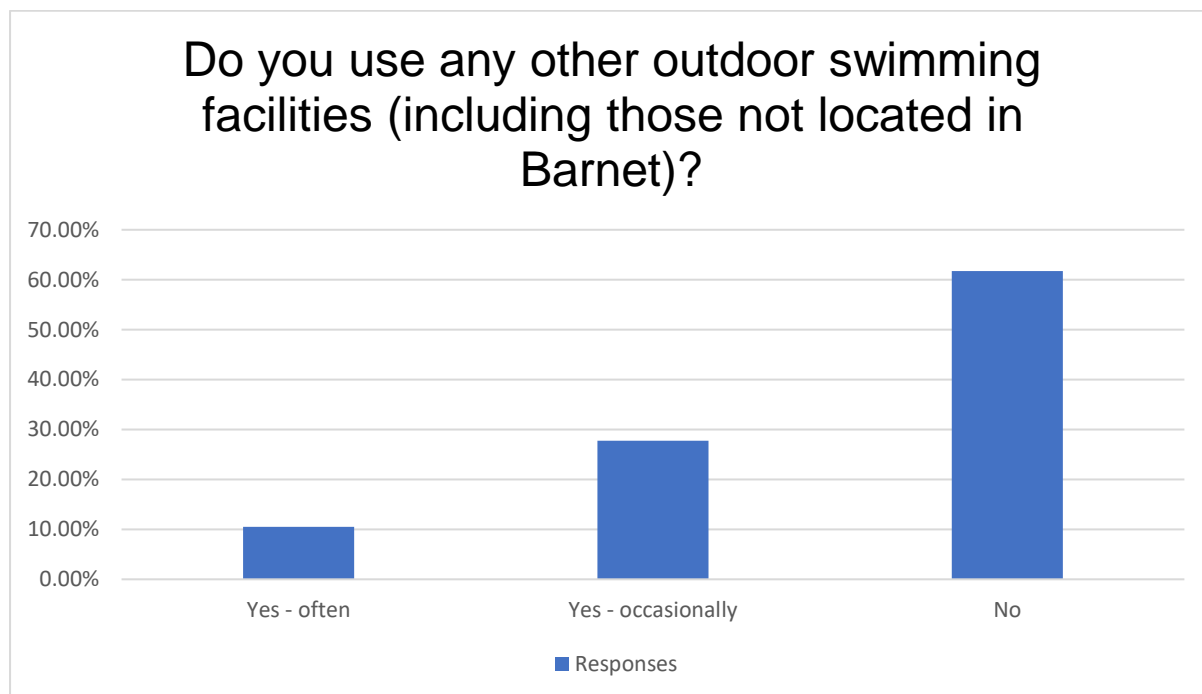
Table 16 - Resident preferences for a new leisure centre

Answer Choices	Responses	
A leisure centre that has an indoor and outdoor water facility available during the summer	54.90%	157
A leisure centre that has a larger range of indoor leisure facilities and no outdoor facilities	27.27%	78
A leisure centre that has a smaller range of indoor facilities but with larger outdoor provision, for example, outdoor swimming and/or interactive water	9.79%	28
I don't mind	8.04%	23
	Answered	286
	Skipped	97



7.1.16 Question 16: Do you use any other outdoor swimming facilities (including those not located in Barnet)?

This question was answered by 285 people and skipped by 98. The majority of respondents answered “No” to this question (61.75%) followed by “Yes - occasionally” (27.72%) and “Yes - often” (10.53%). Overall, 38% or 109 out of 285 replied Yes.



7.1.17 Question 17: If you answered Yes, please use the box below to state the location of these outdoor swimming facilities: (Please type in your answer)

Although this question was answered by 93 people and skipped by 290, it does reflect a similar number of respondents that stated that they used outdoor swimming facilities elsewhere. Please see the table below for details of the locations chosen. The most common responses to this question included:

Table 17 - Names of other outdoor facilities that residents reportedly use

Locations	Responses
Hampstead Heath ponds	25
Parliament Hill Lido	16
Park Road Lido, Crouch End	14
Oasis Leisure Centre, Camden	6
David Lloyd	5
Sea/beaches	5
London Fields Lido	4
Barnet Copthall	3

Please see Appendix 8 for a full list of locations listed by respondents.

7.2 Survey summary

In summary, a mixture of users and non-users of the leisure centre responded to the survey and the key findings were:

- a. The leisure centre is a valued asset and that it's affordability and convenient accessibility are of key importance to respondents
- b. When considering the new leisure centre, residents valued the benefits it would provide for their health and well-being followed by providing a fun and family friendly environment. This is reflected in how they would use the new facility which among the highest uses included swimming pool, cafe, and gym
- c. Respondents would continue to use the new leisure centre either the same amount or more and seemed to feel that the new location would not alter the frequency with which they use the leisure centre
- d. The improvements to the Glebelands would be welcomed by respondents as it would improve their experiences but not by a significant majority, with only slightly less stating that it would shape their experience
- e. The swimming pool is the most important indoor water asset, followed by the learner and leisure pool and similarly, casual and lane swimming were the most important activities that respondents used the indoor water for
- f. Sauna and Steam room are the priorities for the spa
- g. There is a mixture of those that use current outside water facilities and those that don't, with approximately two-thirds of respondents stating that they do not access outdoor water facilities elsewhere
- h. Outdoor water is valued primarily for its family-fun benefits, followed by swimming
- i. There are mixed views about whether the outdoor facilities need to be attached to the new leisure centre
- j. The majority of respondents had a preference for providing both indoor and outdoor facilities, which differs from the feedback at the workshops and drop-in sessions

7.3 Equalities monitoring questions

For a full breakdown of the answers to the Equalities Monitoring questions for survey respondents please see Appendix 9.

Appendix 1 – Community Conversations recruitment and attendance

Recruitment

Residents were invited to attend the workshops through a series of targeted emails, newsletters, and an e-flyer (see Appendix 1) that included a QR code linking to the registration form. As identified by Barnet Council, the following organisations were asked to share this e-flyer and consultation information with their stakeholders and members:

- Food Bank Hub (Young Barnet Foundation)
- Barnet VCFSE Environmental Network (part of Inclusion Barnet)
- Barnet Mencap
- Grange Big Local in East Finchley (social media and newsletter)
- Facebook groups such as Finchley Community and Finchley Friern Barnet Community
- The Archer Newspaper (East Finchley)
- Head teachers at secondary schools including the Archer, Compton, Christ College
- Local Whatsapp groups in the N2, N3, N12 and N10 areas
- Regal London July 2023 newsletter
- Mobilise Public Twitter account

Barnet Council shared the information through its social media channels and through partner organisations including:

- Fit and Active Barnet (FAB)
- GLL
- Other partner organisations (unconfirmed)

Through a link in the email link or a QR code contained in the attached flyer, residents were able to register their interest in a Google form, which collected some basic data to ensure that residents were signed up for the right workshop (e.g. young people) and that there was a diverse mix of attendance at each event (questions included age, gender, ethnicity, religion, sexual orientation, whether they are a regular user of the leisure centre, need for any access arrangements, and whether they consider themselves to have a disability). Postcodes were also requested to allow us to get a sense of geographical spread.

We selected Arts Depot as the location for two of the workshops as it is geographically close to the leisure centre, has good transport links, and is a well-known landmark for local residents. One venue was located slightly further away at a venue managed by Barnet Mencap in Hendon; this location was chosen in order to better involve some of their clients and ensure we captured feedback from those with learning disabilities or autism. The leisure centre was also used as the venue for one of the workshops.

The workshops were provided across the week, at different times and locations (all of which were accessible) to enable inclusive participation from residents. They included two general sessions for local residents (3 and 4 July), one specifically for members of the leisure centre (5 July), and one for young people aged 12-24 (6 July). Feedback from young people was identified as a gap in the previous survey consultation and seen as a priority to address during this round of consultation.

Alongside the Community Conversation workshops, a briefing to Finchley Lido Leisure Centre staff was also provided on 12 July from 3 – 4 pm at the leisure centre. They were identified as an important stakeholder for early engagement that would be beneficial for the staff and residents. The duty managers and SMT were informed about the current engagement and forthcoming consultation in August. This enables them to understand the purpose of the consultation and signpost any members of the public to attend. They were encouraged to communicate that the consultation matters and views shared will not identify individuals and will be considered by the council. The staff feedback was that the lido was universally popular and many members are unsure why it needs to go.

Attendance

Respondents were assigned to a workshop according to residents’ preferred session(s) while working toward achieving a diverse selection of individuals for each group. This included whether they were regular users, their postcodes and protected characteristics (gender, ethnicity, age, sexual orientation, and special needs and/or disabilities).

A total of 159 registrations were received between 24 June and 6 July and 106 residents were invited to the workshops. The workshops were attended by 33 residents. Those not invited to a session were contacted by email once the workshops were completed with information about how to attend a drop-in session and ways to give feedback on the consultation at the next stage.

We had one request to provide a British Sign Language interpreter but despite several attempts, we were unsuccessful in finding an available interpreter due to national strikes. This participant was unable to attend the workshops but in discussions, will complete the online survey over the summer instead.

The following tables capture the equalities data we collected for participants who attended the workshops:

Table 1 - Population demographics for workshop participants

Community Conversation - Workshop attendees		Total across four workshops
Age	12-24	3*
	25-50	8
	51-75	12
	76+	1
	Not provided	8
Gender	Male	17
	Female	15
Ethnicity	White British	17
	Not provided	5
	White Irish	2
	Asian-Indian	5
	Black Caribbean	2
	Asian Persian	1
Religion	Not provided	11
	Christian	10
	Hindu	2

	Sikh	1
	Jewish	4
	Muslim	
	None	4
Sexual Orientation	Not provided	12
	Gay or Lesbian	2
	Straight or heterosexual	18
Disability or SEND	Not provided	7
	Yes	6
	No	19
Regular User	Yes	29
	No	3
Postcode	N12	15
	N2	3
	N3	7
	N10	1
	Not provided	3
	N20	1
	EN5	1
	NW9	1

* One young person did not provide their age

Appendix 2 – Attendance at drop-in events

Residents attending the drop-in sessions were also asked how they would describe their ethnic origin, to provide their post codes (final session only), and whether they were happy to be kept updated as the project progresses. Twenty-five residents did not provide an answer to this question.

Table 2 - Resident ethnic origin

Ethnic origin	Number across 3 sessions
African	3
Arab	1
Arabic (Egypt)	1
Bangladeshi	1
Black	2
British	6
British Asian	4
British Irish	1
Chinese	4
English	1
European	1
French	1
Indian	4
Irish	1
Mixed other	1
Moroccan British	1
North African	1
South Asian	1
Turkish	1
West Indian	1
White	6
White British	31
White mixed	1
White other	1
No response	25

Attendance 30 August by postcode

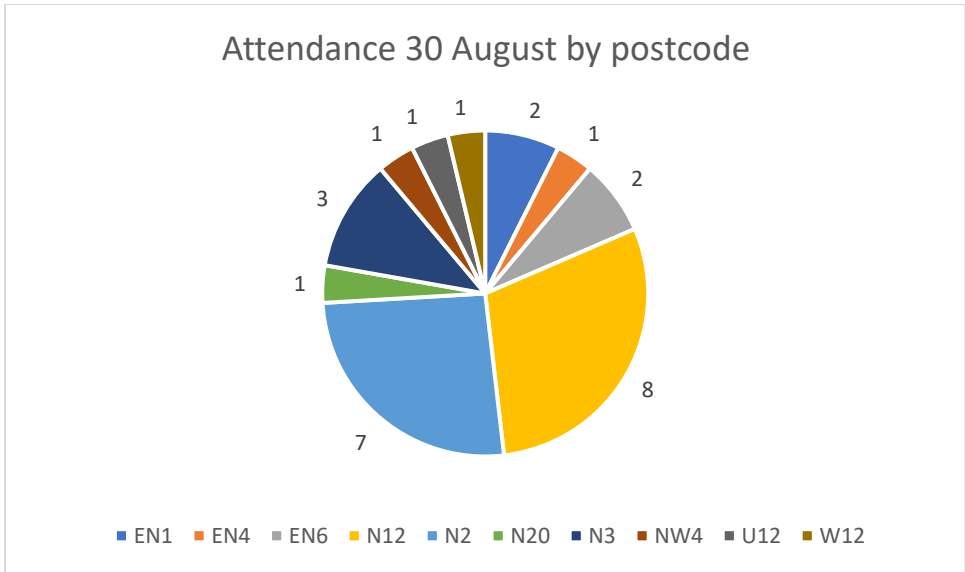


Table 3 – Resident postcodes

Post code	Number of residents
EN1	2
EN4	1
EN6	2
N12	8
N2	7
N20	1
N3	3
NW4	1
U12	1
W12	1

Appendix 3 – Promotion of consultation events and questionnaire

Leaflets and posters

A flyer was produced to provide details about how people could take part in the consultation and provide their views. A total of 3,750 leaflets were distributed between 25th and 28th of July promoting the drop-in consultation events at the Finchley Lido Leisure Centre. Flyers and posters were distributed to shops, restaurants, cafes and other businesses with a street level presence in East Finchley, North Finchley, Finchley Central and West Finchley and the businesses located at Great North Leisure Park.

The flyer and poster also directed people to the Engage Barnet website <http://engagebarnet.gov.uk>. A QR code was included on the flyers and posters to allow people to connect directly to the online survey hosted by Engage Barnet.

Posters were displayed in prominent positions in areas visited by the public in each town centre and at Barnet libraries in the vicinity of the Great North Leisure Park.

The following accepted posters to display in their window or community board:

- Barnet Mencap
- Arts Depot
- East Finchley Library
- Finchley Foodbank at GNLP
- Finchley Church End Library
- Friern Barnet Community Library
- North Finchley Library
- South Friern Library
- Green Man Community Centre
- Mr Trimmer
- Sainsbury's
- Amy's Homewares
- Cup of Joy cafe
- Black Gull Books
- Yasar Halim
- Top's dry cleaners
- Phoenix cinema
- Gurman
- Costa
- Ciao Restaurant
- Kurk Chicken bar
- Style Care
- Phone and Vape
- Piani
- West Finchley Hair Salon
- Finchley computer centre
- News agents
- Local food centre market

Engage Barnet

Engage Barnet is a central platform where all the council's public consultations, including major planning policy or regeneration consultations are published. The Engage Barnet site (www.engage.barnet.gov.uk) provided a dedicated page for the Finchley Lido Leisure Centre consultation. The details of the dates, times, and location for the in-person sessions were included. This page also included the following elements:

- Background on the site and current leisure centre
- How to have your say
- Link to the online survey to give feedback
- Dates and location of the three in-person events held throughout the consultation period allowing members of the community to drop in to view the exhibition boards, ask questions and provide feedback.
- Frequently Asked Questions (FAQs) document
- Link to the previous public engagement undertaken by the council to understand users' experience and gauge the public's views on a potential refurbishment, redevelopment, or relocation of the existing Finchley Lido Leisure Centre to North Finchley Town Centre.
- Contact details for the lead officer at the council for questions and queries

Council e-newsletters

The consultation was promoted in council e-newsletters to residents such as Barnet VCFSE Environmental Network and weekly inclusion in the Barnet First e-newsletter.



The image shows a screenshot of an e-newsletter article. At the top, there is a header with the text 'FINCHLEY LIDO LEISURE CENTRE' and a graphic with icons representing various leisure activities like walking, swimming, and playing. Below the header, the article title is 'Finchley Lido Leisure Centre consultation'. The main text describes the current state of the centre, the reasons for a new consultation, and the council's decision to replace the centre. It includes a call to action to complete a survey by Friday 8 September. At the bottom, there are logos for 'barnetfirst' and 'BARNET LONDON BOROUGH', along with contact information for feedback on the newsletter.

FINCHLEY LIDO LEISURE CENTRE

HAVE YOUR SAY WITH ENGAGE BARNET

Finchley Lido Leisure Centre consultation

Finchley Lido Leisure Centre, located at Great North Leisure Park (GNLP) is operated by Better on behalf of London Borough of Barnet. The existing facility is ageing, and the condition of the building restricts its ability for the council to deliver wider aspirations to create a more active and healthy borough, whilst offering a full family friendly and inclusive experience.

Earlier this year, we undertook public engagement to understand users' experience and gauge the public's views on a potential refurbishment, redevelopment, or relocation possibility of the existing Finchley Lido Leisure Centre to North Finchley Town Centre.

After considering the engagement findings, we have decided that the leisure centre will be replaced on the site of the GNLP and to help shape the mix of facilities to be included on the site we are undertaking the next phase of community consultation.

We welcome views from all our residents, as well as people who study, work, visit or have a business in the borough. We also welcome feedback from local organisations and community groups.

Please [complete the survey](#) by Friday 8 September

Caring for people, our places and the planet

barnetfirst
eNewsletter

BARNET
LONDON BOROUGH

If you have any feedback on the Barnet First eNewsletter,
please email: barnet.first@barnet.gov.uk

Appendix 4 – Community Conversation session outline

The Community Conversations were designed to encourage and stimulate dialogue and discussion among residents and be inclusive. The session was therefore a mix of both listening, reading, and talking, aided by the use of visual images. Throughout the session they were asked to consider different user groups and any protected characteristics and how this might influence views about the facilities for the new leisure centre.

The sessions had three key parts.

1. Introduction and the new location of the new leisure centre

The introductory section set the context and give background to the consultation, including a brief overview of the previous engagement and consultation, Regal's acquisition of the GNLP site and plans for residential development, and the connection to North Finchley area development. We emphasised that the focus of the workshops would be on the mix of facilities for the leisure centre and resident priorities for these.

The location map within the Finchley area was shared and questions were posed to participants about the following:

- How they would describe the area around the leisure centre
- What they like or value about it
- Why some residents say they no longer or have never used the leisure centre
- Their vision for the new leisure centre

A site location map was then shared with residents, locating the proposed new leisure centre at the front of the site next to the A1000. They were asked questions including:

- Whether the location of the new centre at the front of the site provides improved access, experience and visibility
- Whether this would change their use of the leisure centre
- Any points about why you would use it more or less?

0. Facility mix for the new leisure centre

The second half of the workshop involved a visual card sort exercise looking at what facilities could be provided in the leisure centre to make the most of the opportunity to design a new leisure centre and explored residents' ideas beyond the information gathered from the previous consultation.

Participants were asked to prioritise the uses that are most important to them within each category – outdoor water, indoor water, health and fitness, spa, studio(s), soft play/adventure zone, and other community facilities such as a café, social area or multi-functional space. We asked participants to rank the cards in order by 'must have', 'nice to have', and 'don't need'.

The workshops also explored questions around outdoor space. These questions covered whether they used the existing outdoor facilities, their views about enhancing the internal offer v outside offer, and how important it is that outdoor water facilities are located next to the leisure centre.

0. Priorities for the new leisure centre

The next section of the workshops asked participants to choose their top 8 facilities and rank these in order.

They were then asked to indicate by a show of hand, when visiting the leisure centre, would they:

- . Only come to the leisure centre
- . Use the leisure centre and other spaces on the development (shops, restaurants, public spaces)
- . Use the leisure centre and the Glebelands park area
- . Use all the local spaces as well as the leisure centre

Participants were encouraged to leave feedback or questions on post-it notes (none were received). They were informed of the next steps of the consultation activities and opportunities to give feedback over the summer.

FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



WHY WE ARE CONSULTING NOW

Earlier this year, Barnet Council undertook an initial public engagement to understand users' experience and gauge the public's views on a potential refurbishment, redevelopment, or relocation of the existing Finchley Lido Leisure Centre.



YOU SAID

Over 1,200 respondents (64%) said 'I would like a refurbished or a new leisure centre to remain at its current location within Great North Leisure Park'.

Over 1,400 (77%) strongly or tended to agree with the statement 'I would be encouraged to use the leisure centre' if the facility was refurbished or redeveloped'.

Barnet Council have committed that a new leisure centre will be built on the site of the Great North Leisure Park. Mobilise Public are supporting the London Borough of Barnet on the next phase of community consultation to help shape the mix of indoor and outdoor facilities that might be included.

The lease for the Great North Leisure Park has been bought by Regal London who are bringing forward plans for a mixed-use residential development on the site and are also consulting on this during the summer. The outputs of both consultations will feed into a detailed design process both for the future leisure centre and its setting within the masterplan for the wider Great North Leisure Park.

Images are for illustrative purposes only

PROJECT TIMELINE

SUMMER 2023

Barnet second consultation on leisure centre
Regal London consultation round 1 on Great North Leisure Park

AUTUMN 2023

Scope of new leisure centre agreed by Barnet Council
Regal London consultation rounds 2 & 3 on emerging masterplan for Great North Leisure Park

WINTER 2023

Design development for a new leisure centre with key stakeholders

SPRING 2024

Regal London submit planning application for Great North Leisure Park

2025

Commencement of construction programme

SUMMER 2027

New Leisure Centre opens (and existing leisure centre closes)

MORE INFORMATION

If you want to find out more about this consultation you can contact:

Mobilise Public
hello@mobilise.org
020 8090 4613

If you want to find out more about Regal London's consultation about the future of Great North Leisure Park you can contact:

info@gnlp-consultation.co.uk
0800 148 8911

engage.barnet.gov.uk



FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



PROPOSED LOCATION



Regal London is developing a masterplan for the future of the Great North Leisure Park as a residential led mixed use development with a leisure centre at the heart, new public realm spaces and some mixed uses for the local community.

The proposed location of the new leisure centre will be at the front of the development next to the High Road, the A1000. This will:

- Improve the leisure centre's visibility, creating a clear visual presence to the wider community from the main road
- Enable Regal London to deliver a leisure centre in the early phase of the development
- Help with practical residential and development logistics
- Enables the existing facility to remain open and accessible until a new facility has been built

We are interested in your views:

What most attracts you to use the existing leisure centre?

Would the location of the leisure centre at the front of the site improve your experience of the leisure centre?

The proposed development seeks to improve access to Glebelands Open Space (for example, improved walking route), would this impact your experience when visiting the leisure centre?

Will the proposed change to a residential area with public spaces and other amenities to serve the local community, change how frequently you use the leisure centre?

Map is for illustrative purposes only

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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



INDOOR WATER FACILITIES



YOU SAID

Over 1,500 respondents (69.5%) said they use the swimming pool on most visits with another 345 (23.3%) said they use it occasionally.

Over 500 respondents (41.2%) said they use the leisure pool (children's pool, water features and wave machine) on most visits, and 386 (30.2%) said they use it occasionally.

Of the 2,222 respondents, the top five facilities that were most important to include within the new leisure centre were:

- 91.3% selected swimming pool (25m main pool)
- 41.9% selected learner pool
- 51% selected leisure water (water features)

Thinking about the new leisure centre and its possible future options:

Which of the following are most important to you when it comes to indoor water facilities?



SWIMMING POOL

Six lane
• 25 metre



A LEARNER POOL



LEISURE WATER

What do you want to use the new indoor water facilities for?

- Lane swimming
- Swimming classes
- Aquatic classes
- School, clubs and group uses
- Specific user group sessions (e.g., gendered sessions)
- Interactive water fun

Is it important to you that non-swimmers (e.g., parents, carers) are able to view the swimming areas?

Thinking about the diversity of users, are there any specific considerations for the indoor water facilities?

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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



INDOOR SPA FACILITIES



YOU SAID

198 (15.6%) said they use the sauna on most visits and 300 (23.6%) said they use it occasionally.

Of the 2,222 respondents, the top five facilities that were most important to include within the new leisure centre, 966 (43.5%) selected 'Thermal Spa (such as steam or sauna)'.

Thinking about the new leisure centre and its possible future options:

Which of the following facilities are most important to you for an indoor spa?

Would you prioritise spa facilities for the new leisure centre?



Thinking about the diversity of users, are there any specific considerations for the spa facilities?

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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



OUTDOOR WATER FACILITIES



YOU SAID

163 (12.6%) said they use the lido (seasonal outdoor pool) on most visits to the leisure centre and 678 (52.5%) said they use it occasionally.

25 respondents explained they never use the outdoor pool due to its limited opening times.

15 complained that the lido is too cold, too small and not fit for purpose.

Some complained they had never been able to book a slot for the lido as when it is open it gets overcrowded.

Thinking about the new leisure centre and its possible future options:

When it comes to outdoor water facilities, what types of facilities are of most interest to you?



Lane or casual swimming



OUTDOOR CHILDREN'S POOL



Relax outside while children play in water



OUTDOOR RECREATION

Images are for illustrative purposes only

How important is it to you that outdoor facilities are provided within the building/land belonging to the new leisure centre (rather than within the wider public areas of the redevelopment, for example, next to Glebelands Open Space)?

Which is more important to you - the size and facilities available in the leisure centre or the option of outdoor water facilities alongside the leisure centre?

Thinking about the diversity of users, are there any specific considerations for outdoor water facilities?

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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



GYM FACILITIES



YOU SAID

354 (26.5%) said they use the health and fitness suite (gym with cardiovascular and weights equipment) on most visits and 318 (23.8%) said they use it occasionally.

121 respondents (9.8%) said they use the cycling suite (in the gym) on most visits and 216 (17.5%)

Of the 2,222 respondents, the top five facilities that were most important to include within the new leisure centre, 1,213 (54.6%) selected 'Health and Fitness Suite'.

Thinking about the new leisure centre and its possible future options:

When it comes to indoor gym facilities, what are your priorities?

Thinking about the diversity of users, are there any specific considerations for the gym facilities?



CARDIO AREA

E.g., treadmill, rower, cross trainers etc.



RESISTANCE AREA

Machinery to help you improve your strength that is adjustable such as chest press, leg extension



STRENGTH AREA

Such as benches, squat racks, platforms etc.



FUNCTIONAL AREA

E.g., equipment that works all muscles giving you an all-round functional training experience - medicine balls, punchbags etc.

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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



CLASSROOM/STUDIO FACILITIES



YOU SAID

197 (15.6%) said they use the studio on most visits and 300 (23.6%) said they use it occasionally.

24 respondents suggested that the range of classes was not wide enough, or times were inconvenient, and some complained they had tried to book but classes were always full.

Of the 2,222 respondents, the top five facilities that were most important to include within the new leisure centre, 891 (40.1%) selected 'studios (group exercise and static cycling)'.

Thinking about the new leisure centre and its possible future options:

There will be a studio provided in the new leisure centre for classes. Which types of classes will you be most likely to use in the new leisure centre?

Thinking about the diversity of users, are there any specific considerations for classroom/studio facilities?



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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



CHILDREN AND YOUNG PEOPLE'S FACILITIES



We are considering facilities for children and young people that the community might like to use as part of their visits to the new leisure centre:

How important are the following possible uses for you?

Thinking about the diversity of users, are there any specific considerations for children and young people's facilities in the leisure centre?



SOFT PLAY

A range of colourful, interesting and stimulating equipment for (pre-school and early years age groups)



ADVENTURE PLAY

Facilities for primary and secondary school age groups such as a climbing wall



OTHER?

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FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



COMMUNITY FACILITIES



We are considering other facilities that the community might like to use as part of their visits to the new leisure centre:

How important are the following possible uses for you?

Thinking about the diversity of users, are there any specific considerations for community facilities in the leisure centre?



E.g., for party rooms, meetings, workshops

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Appendix 6 – Consultation flyer

DELIVERING FOR BARNET
FINCHLEY LIDO LEISURE CENTRE

PUBLIC CONSULTATION
SUMMER 2023

HELP SHAPE A NEW LEISURE CENTRE FOR FINCHLEY

GET INVOLVED

What would you like the mix of facilities for the new leisure centre at Great North Leisure Park to be?

Join us at the upcoming drop-in consultation sessions

Thursday 3 August from 1–4pm	Finchley Lido Leisure Centre
Saturday 12 August from 11am–2pm	Great North Leisure Park
Wednesday 30 August from 4–7pm	Finchley N12 0GL

Find out more on the Engage Barnet website and complete the online consultation form

engage.barnet.gov.uk

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Side 1 of flyer and poster

FINCHLEY LIDO LEISURE CENTRE PUBLIC CONSULTATION

SUMMER 2023



We want to hear your views to help us shape a new leisure centre that works for everyone

The council has listened to the community's feedback and it has been decided that Finchley Lido Leisure Centre will be replaced on the site of the Great North Leisure Park.

HAVE YOUR SAY on the mix of facilities to be included as part of a replacement leisure facility.

Complete the online consultation form by
8 September 2023



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Side 2 of flyer

Appendix 7 – Online Survey Question 8

Table 4 – Resident preferences for potential facilities

In consideration of the same list, please rank below the facilities which are the most important to you (from 1 for the most important and to 13 the least important either by changing the number or moving the option up or down)																										
	1		2		3		4		5		6		7		8		9		10		11		12		13	
Learn er pool	16.1 9%	4 5	16.9 1%	4 7	10.0 7%	2 8	10.0 7%	2 8	9.35 %	2 6	5.76 %	1 6	5.40 %	1 5	7.91 %	2 2	4.32 %	1 2	5.40 %	1 5	2.88 %	8	1.08 %	3	4.68 %	1 3
Swim ming Pool	49.4 8%	1 4 3	21.4 5%	6 2	10.0 3%	2 9	4.15 %	1 2	3.81 %	1 1	4.15 %	1 2	2.08 %	6	1.38 %	4	2.42 %	7	0.00 %	0	0.35 %	1	0.69 %	2	0.00 %	0
Leisur e Water	13.1 9%	3 6	16.4 8%	4 5	16.8 5%	4 6	12.8 2%	3 5	6.59 %	1 8	6.23 %	1 7	6.59 %	1 8	5.13 %	1 4	6.96 %	1 9	2.56 %	7	2.56 %	7	2.56 %	7	1.47 %	4
Outdo or Pool	5.73 %	1 6	9.32 %	2 6	10.3 9%	2 9	11.8 3%	3 3	13.2 6%	3 7	10.3 9%	2 9	5.38 %	1 5	5.38 %	1 5	7.17 %	2 0	5.73 %	1 6	3.58 %	1 0	3.94 %	1 1	7.89 %	2 2
Outdo or intera ctive water play	1.09 %	3	6.20 %	1 7	6.93 %	1 9	9.49 %	2 6	14.9 6%	4 1	7.66 %	2 1	8.76 %	2 4	8.03 %	2 2	9.85 %	2 7	11.6 8%	3 2	6.57 %	1 8	5.47 %	1 5	3.28 %	9
Outdo or recrea tion	0.00 %	0	0.72 %	2	5.73 %	1 6	5.38 %	1 5	7.53 %	2 1	17.9 2%	5 0	12.9 0%	3 6	12.5 4%	3 5	12.5 4%	3 5	8.24 %	2 3	7.89 %	2 2	5.02 %	1 4	3.58 %	1 0
Health and	9.54 %	2 7	12.0 1%	3 4	11.3 1%	3 2	6.36 %	1 8	8.83 %	2 5	10.9 5%	3 1	8.13 %	2 3	6.71 %	1 9	10.6 0%	3 0	4.24 %	1 2	5.30 %	1 5	4.24 %	1 2	1.77 %	5

In consideration of the same list, please rank below the facilities which are the most important to you (from 1 for the most important and to 13 the least important either by changing the number or moving the option up or down)																												
	1		2		3		4		5		6		7		8		9		10		11		12		13			
Fitness gym																												
Spa facilities	2.14	6	8.19	2	8.19	2	10.6	3	9.25	2	4.27	1	8.90	2	11.3	3	8.54	2	5.69	1	5.34	1	8.19	2	9.25	2		
	%		%	3	%	3	8%	0	%	6	%	2	%	5	9%	2	%	4	%	6	%	5	%	3	%	6		
Studio space	3.89	1	6.71	1	8.83	2	8.13	2	8.48	2	7.42	2	9.89	2	6.36	1	12.7	3	9.89	2	9.54	2	6.01	1	2.12	6		
	%	1	%	9	%	5	%	3	%	4	%	1	%	8	%	8	2%	6	%	8	%	7	%	7	%	6		
Soft play	0.36	1	0.73	2	3.65	1	4.01	1	4.01	1	2.92	8	5.84	1	8.03	2	6.93	1	21.5	5	18.6	5	13.5	3	9.85	2		
	%		%		%	0	%	1	%	1	%		%	6	%	2	%	9	3%	9	1%	1	0%	7	%	7		
Adventure Play	0.00	0	0.36	1	4.71	1	9.06	2	5.07	1	7.25	2	7.25	2	7.97	2	5.07	1	8.70	2	19.2	5	17.7	4	7.61	2		
	%		%		%	3	%	5	%	4	%	0	%	0	%	2	%	4	%	4	0%	3	5%	9	%	1		
Indoor cafe with a seated area	0.69	2	2.78	8	5.90	1	9.03	2	7.64	2	10.4	3	13.1	3	11.8	3	5.56	1	6.60	1	6.94	2	15.9	4	3.47	1		
	%		%		%	7	%	6	%	2	2%	0	9%	8	1%	4	%	6	%	9	%	0	7%	6	%	0		
Multi-functional space	1.44	4	1.44	4	0.72	2	1.08	3	3.25	9	4.33	1	4.69	1	5.78	1	4.69	1	7.94	2	8.66	2	13.0	3	42.9	1		
	%		%		%		%		%		%	2	%	3	%	6	%	3	%	2	%	4	0%	6	6%	9		
																							Answered	296				
																							Skipped	87				

Appendix 8 – Online survey question 17 on location of other outdoor swimming facilities

Table 5 – Full list of other outdoor facilities that residents reportedly use

Responses
The Serpentine Lido
Park Road
Park Lane, Arnos Grove Parliament Hill
Hampstead Ponds
Sea swimming, Oasis in Camden, ponds at Hampstead,
Park Road Leisure Centre
Park Road Lido
Parliament Hill Paddling Pool
Pools in other cities in UK and EU
Cologne Germany
Parliament Hill Lido
Beaches
Cophthall
Around England
Southgate, Aspire
Barnet Cophthall
Oasis Sport Centre
Pool
Finchley lido
Hampstead Heath Ladies Pond
Hampstead Ponds
Oasis (central london) plus intending to try london fields
I have done so previously kids love it
Hampstead
Hampstead ponds
King’s Cross main area
Park road pool
Sea
Hampstead Heath
Crouch End (park road), Parliament Hill
Cassiobury Park, Willen Lake, Verulamium Park
Barnet Cophthall.
Primrose Hill
Mill Hill Virgin
David Lloyd
Crouch End Lido
Hampstead ponds
Hampstead ponds, Parliament Hill Fields Lido, Park Road

Responses
Parliament Hill Lido
Ware Lido
Parliament Hill Lido
Women's Pond Hampstead Heath
Clissold Park, Gospel Oak Lido
Finsbury Park, Clissold park, London Fields Lido, Parliament hill
Better Lido in Hillingdon leisure centre very nice.
Hampsted Ponds, Parliament Hill lido
Park Road Leisure Centre
Hampstead
Haringey
Park Road pool
West Reservoir Centre in Hackney (Better Leisure).
Across all the London Borough's
Hampstead Ladies Pond
Any and all London outdoor swimming options (ponds, docks, lidos, reservoir)
West Reservoir, London, ATW Merchant Taylor's swimming Moor Park, Denham Lake swimming private club
Oasis, Camden
South of France
David Lloyd club
New Barnet Leisure centre, Waltham Forrest and Parliament Hill Lido
Hampstead ponds
New Barnet
Finchley Lido
Parliament Hill Fields Lido
Hampstead heath ponds, lido at Gospel Oak
David Lloyd
Germany
Oasis, London Fields Lido
Hampstead ponds, David Lloyd
Parliament Hill lido, Park Road Lido
Stanborough lakes splash pad
Hampstead Heath. I don't understand why no option is given for a heated outdoor swimming pool available all year round, like London Fields Lido. I'd definitely use that...
Hampstead Ponds
Parliament Hill Lido, Hampstead Ponds, London Fields Lido
The Hampstead ponds
Brixton lido, St Albans and beaches

Responses
Park Road lido
The sea (outside London)
Hitchin
Park Road Lido, Crouch End
Mostly seaside
Hampstead
Hampstead heath
Finchley Lido center
Germany
Lido near Hove and Reading, splash parks x2 in Watford
Hampstead
Crouch end
Camden swimming pools
Hampstead Heath
Hampstead Heath Ponds, Oasis Leisure Centre Camden
Splash pads and paddling at Cassiobury park in Watford
David Lloyd

Appendix 9: Equalities monitoring responses

Question 18: Are you responding as: (Please tick one option only)

Table 6 – who responded to the survey

Answer Choices	Responses	
A Barnet resident	93.33%	168
A person who works in the London Borough of Barnet area	2.22%	4
A Barnet resident and a business	1.67%	3
Other (please specify)	1.67%	3
A Barnet business	0.56%	1
Representing a public-sector organisation	0.56%	1
Representing a voluntary / community organisation	0.00%	0

Question 19: Please specify the type of stakeholders or residents your community group or voluntary organisation represents: (Please write in your answer)

One respondent replied “Test”.

Question 20: Please specify the type of public sector organisation you are representing: (Please write in your answer)

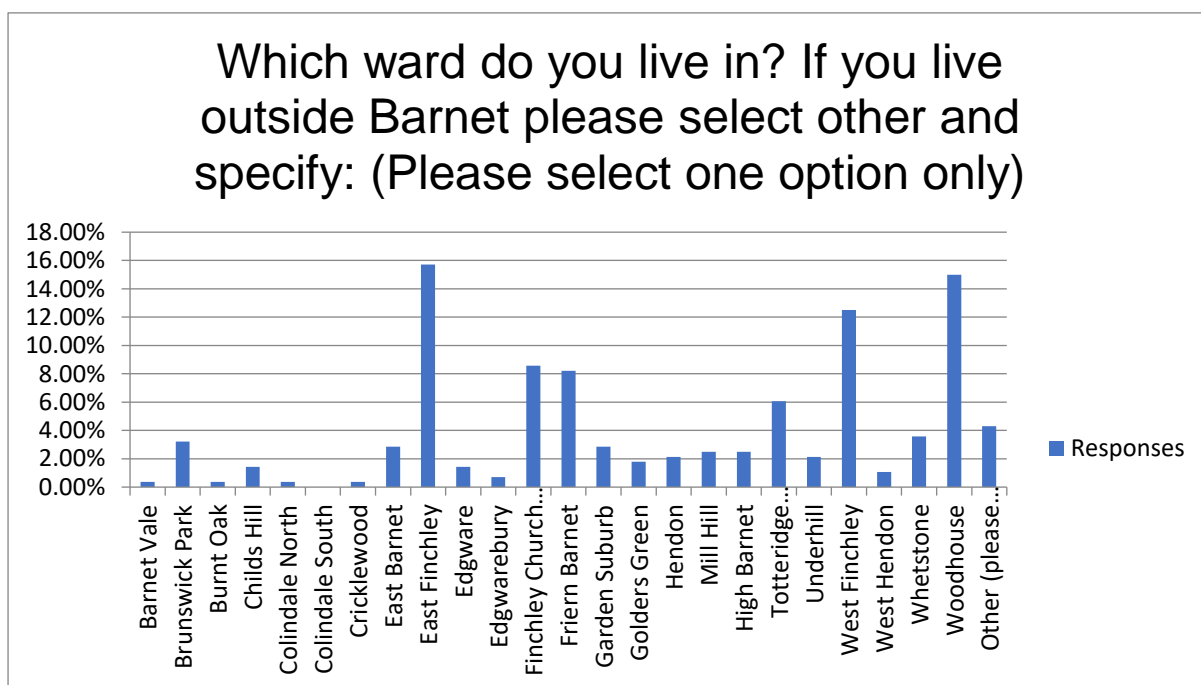
One respondent replied: “Accounting firm”.

Question 21: Which ward do you live in? If you live outside Barnet please select other and specify: (Please select one option only)

Table 7 – What wards respondents are from

Answer Choices	Responses	
Barnet Vale	0.36%	1
Brunswick Park	3.21%	9
Burnt Oak	0.36%	1
Childs Hill	1.43%	4
Colindale North	0.36%	1
Colindale South	0.00%	0
Cricklewood	0.36%	1
East Barnet	2.86%	8
East Finchley	15.71%	44
Edgware	1.43%	4
Edgwarebury	0.71%	2
Finchley Church End	8.57%	24
Friern Barnet	8.21%	23
Garden Suburb	2.86%	8

Answer Choices	Responses	
Golders Green	1.79%	5
Hendon	2.14%	6
Mill Hill	2.50%	7
High Barnet	2.50%	7
Totteridge Woodside	6.07%	17
Underhill	2.14%	6
West Finchley	12.50%	35
West Hendon	1.07%	3
Whetstone	3.57%	10
Woodhouse	15.00%	42
Other (please specify)	4.29%	12
	Answered	280
	Skipped	103

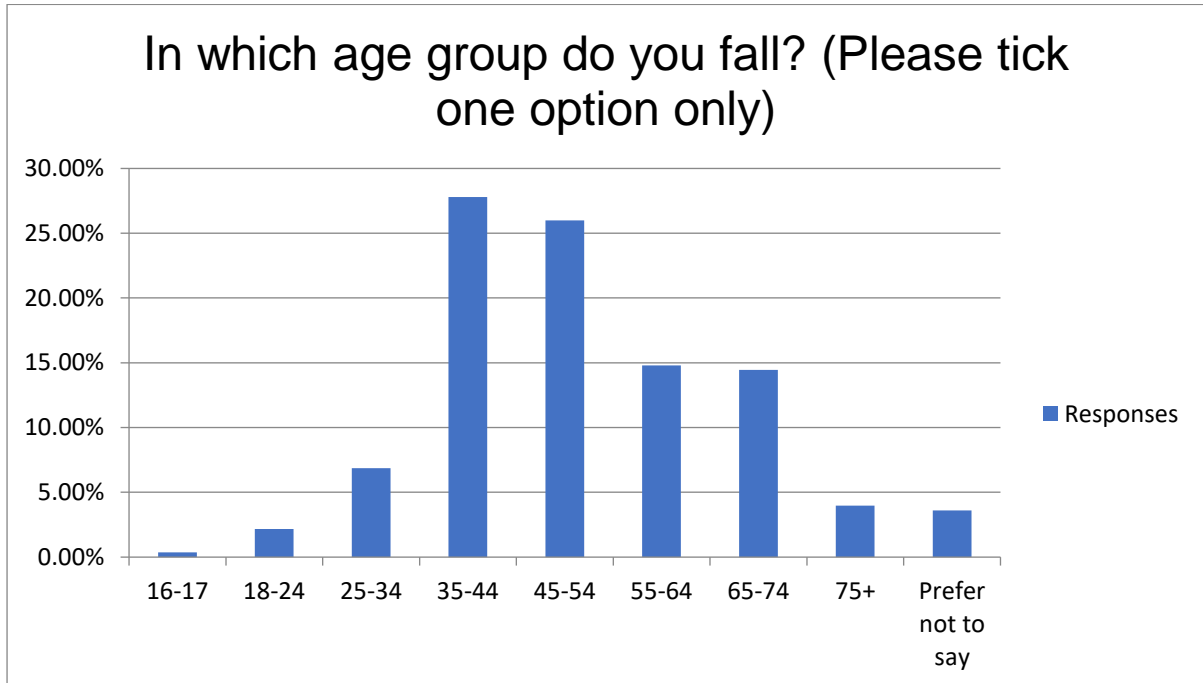


Question 22: In which age group do you fall? (Please tick one option only)

Table 8 – Age of respondents

Answer Choices	Responses	
16-17	0.36%	1
18-24	2.17%	6
25-34	6.86%	19
35-44	27.80%	77
45-54	25.99%	72
55-64	14.80%	41
65-74	14.44%	40
75+	3.97%	11

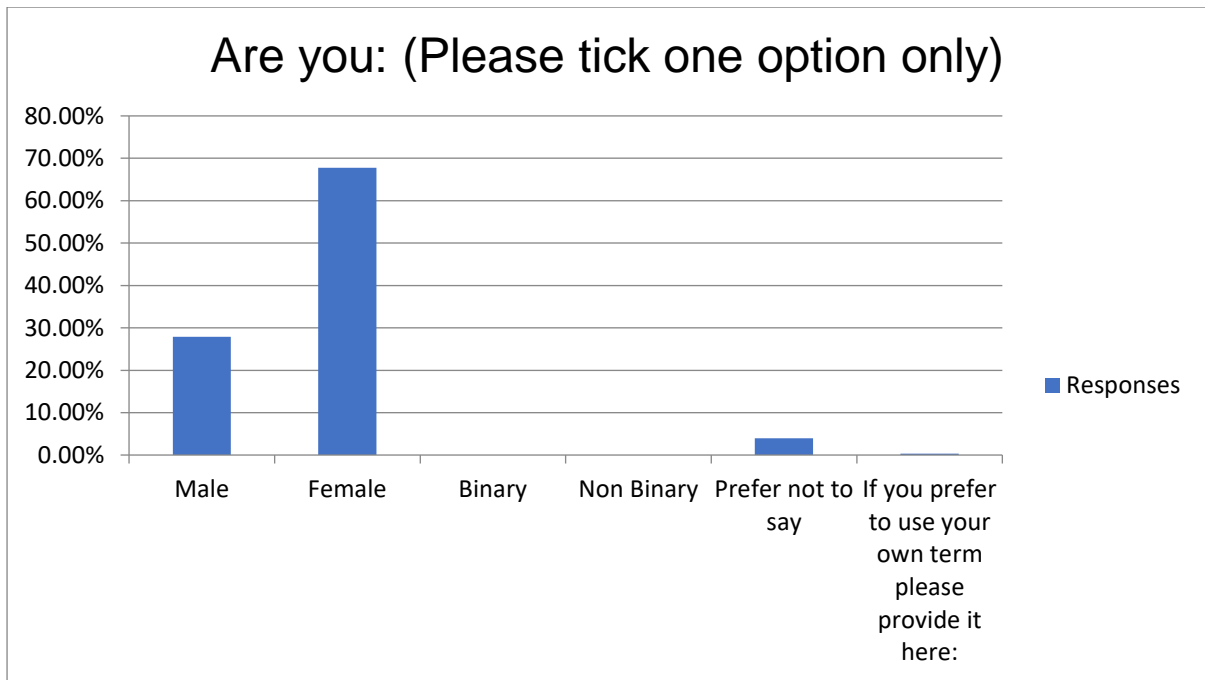
Answer Choices	Responses	
Prefer not to say	3.61%	10
	Answered	277
	Skipped	106



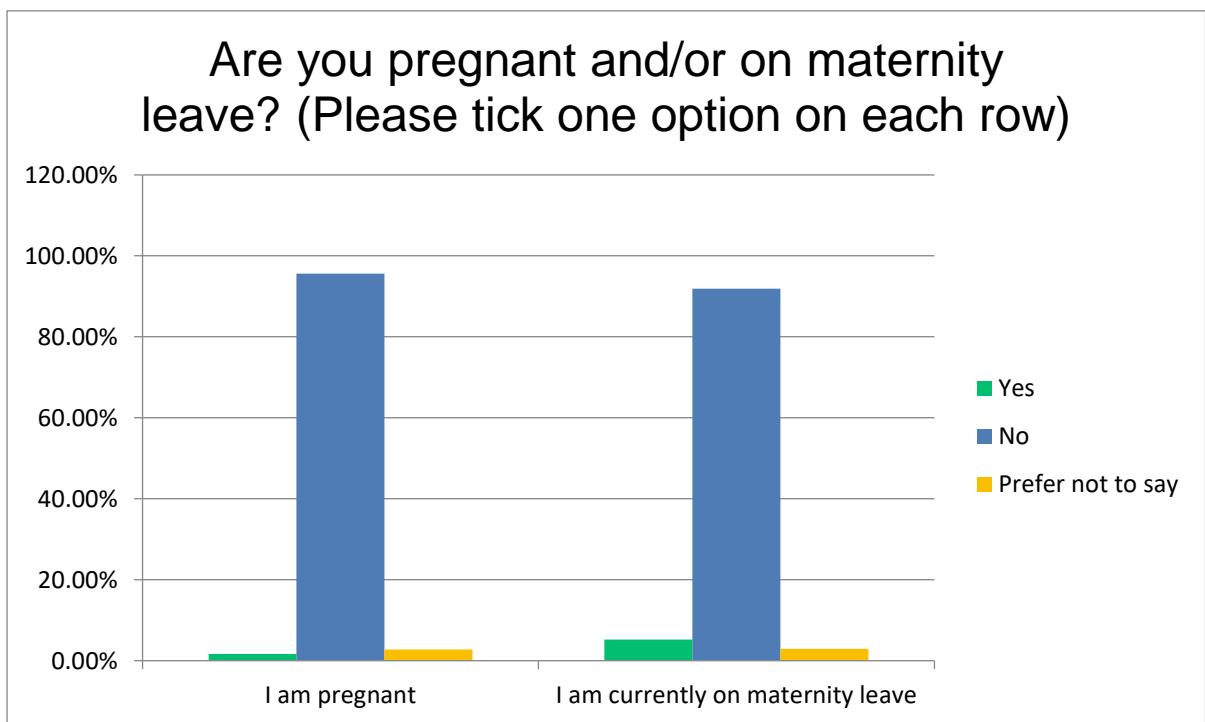
Question 23: Are you: (Please tick one option only)

Table 9 – Gender of respondents

Answer Choices	Responses	
Male	27.90%	77
Female	67.75%	187
Binary	0.00%	0
Non Binary	0.00%	0
Prefer not to say	3.99%	11
If you prefer to use your own term please provide it here:	0.36%	1
	Answered	276
	Skipped	107



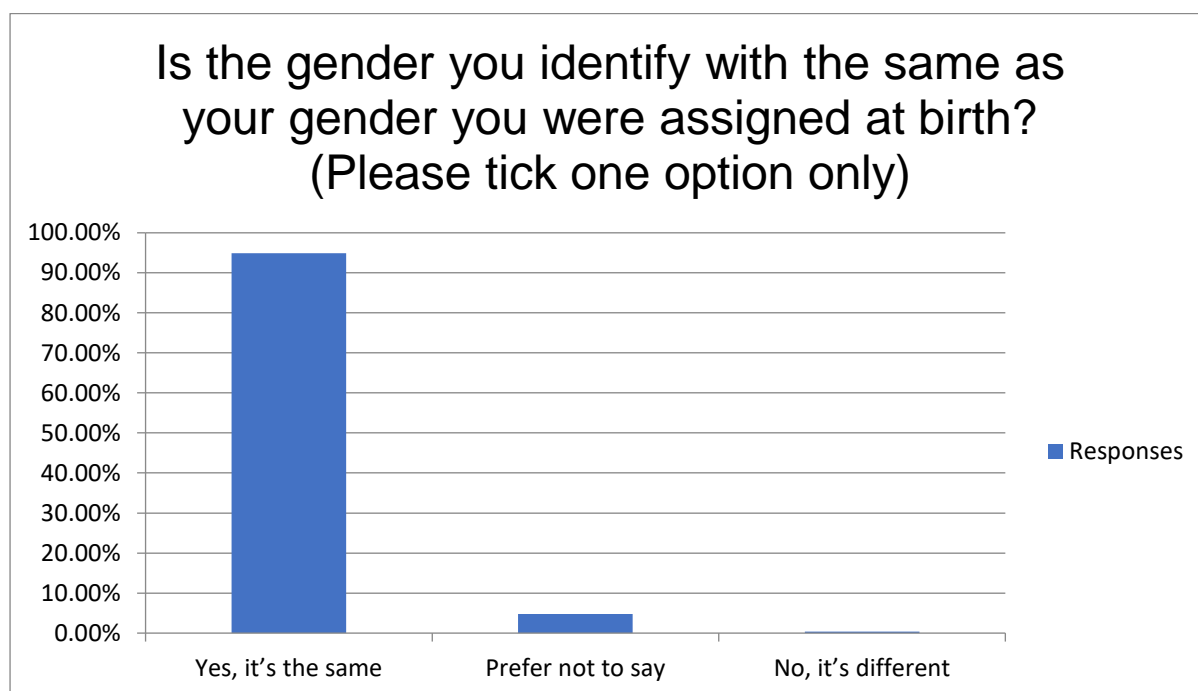
Question 24: Are you pregnant and/or on maternity leave? (Please tick one option on each row)



Question 25: Is the gender you identify with the same as your gender you were assigned at birth? (Please tick one option only)

Table 10 – Gender identity of respondents

Answer Choices	Responses	
Yes, it's the same	94.89%	260
Prefer not to say	4.74%	13
No, it's different	0.36%	1
	Answered	274
	Skipped	109



Question 26: If you answered no, please enter your gender identity: (Please type in your answer)

One person answered this question “I can’t answer question 23 as my sex was observed female at birth.”

Question 27: What is your ethnic group?

Table 11 – Ethnicity of respondents

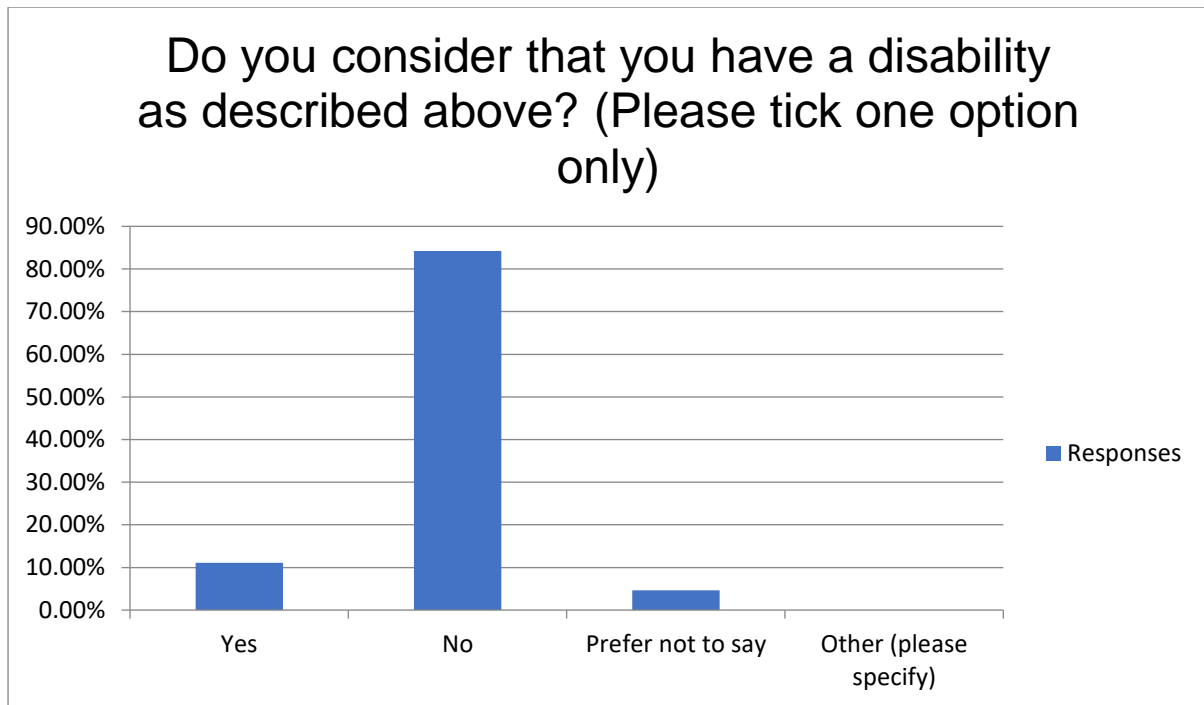
Answer Choices	Responses	
Asian - Bangladeshi	0.36%	1
Asian - Chinese	1.46%	4
Asian - Indian	5.84%	16
Asian - Pakistani	1.46%	4
Any other Asian background (please specify below)	0.00%	0
Black - African	0.73%	2

Answer Choices	Responses	
Black - British	0.73%	2
Black - Caribbean	1.46%	4
Any other Black / African / Caribbean background (please specify below)	0.36%	1
Mixed - White and Asian	1.09%	3
Mixed - White and Black African	0.73%	2
Mixed - White and Black Caribbean	0.73%	2
Mixed - any other Mixed / Multiple ethnic background (please specify below)	1.09%	3
White - British	48.54%	133
White - Greek / Greek Cypriot	0.73%	2
White - Gypsy or Irish Traveller	0.00%	0
White - Irish	4.01%	11
White - Turkish / Turkish Cypriot	1.09%	3
White - any other	14.60%	40
Prefer not to say	10.95%	30
Any other ethnic group (please specify)	4.01%	11
	Answered	274
	Skipped	109

Question 28: Do you consider that you have a disability as described above? (Please tick one option only)

Table 12 – Respondents with a disability

Answer Choices	Responses	
Yes	11.11%	31
No	84.23%	235
Prefer not to say	4.66%	13
Other (please specify)	0.00%	0
	Answered	279
	Skipped	104



Question 29: Please select the definition/s from the list below that best describes your disability/disabilities: (Please tick all that apply)

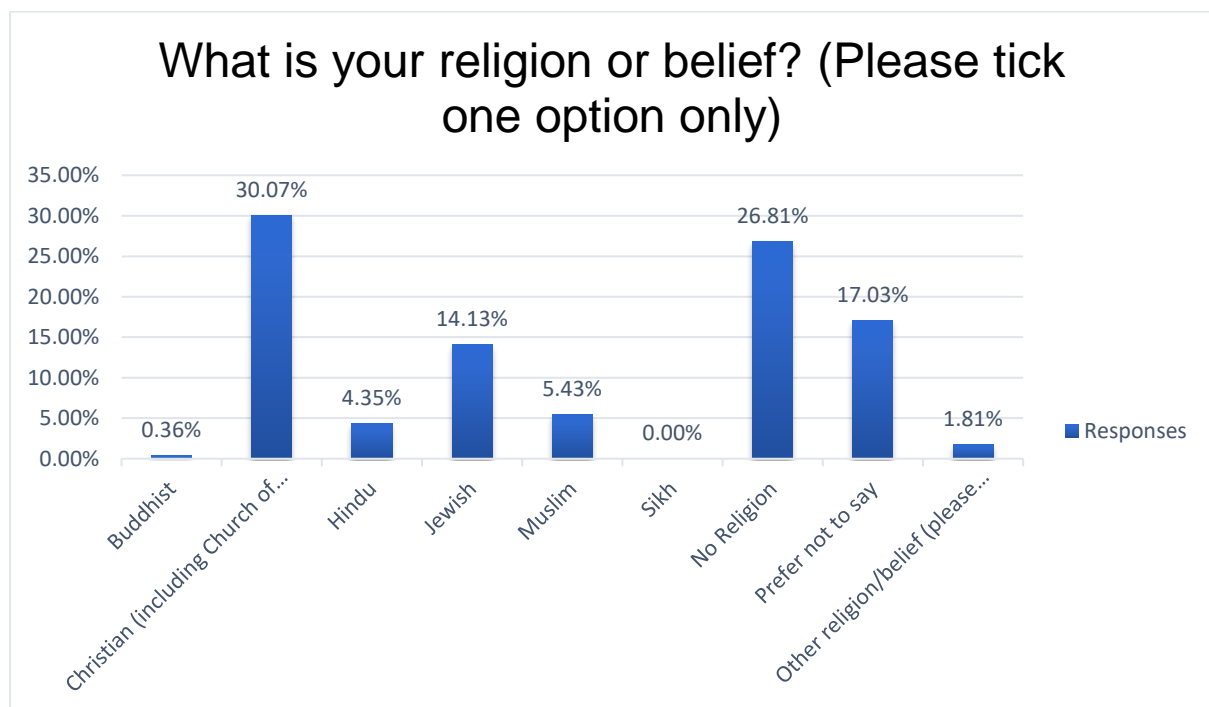
Table 13 – Disability descriptions

Answer Choices	Responses	
Hearing (such as deaf, partially deaf or hard of hearing)	10.00%	3
Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	6.67%	2
Speech (such as impairments that can cause communication problems)	3.33%	1
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	36.67%	11
Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	13.33%	4
Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	53.33%	16
Severe disfigurement	0.00%	0
Learning difficulties (such as dyslexia)	26.67%	8
Mental illness (substantial and lasting more than a year, such as severe depression or psychosis)	16.67%	5
Prefer not to say	6.67%	2
Other (please specify)	13.33%	4
	Answered	30
	Skipped	353

Question 30: What is your religion or belief (tick one option only)

Table 14 – Religion and beliefs of respondents

Answer Choices	Responses	
Buddhist	0.36%	1
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	30.07%	83
Hindu	4.35%	12
Jewish	14.13%	39
Muslim	5.43%	15
Sikh	0.00%	0
No Religion	26.81%	74
Prefer not to say	17.03%	47
Other religion/belief (please specify)	1.81%	5
	Answered	276
	Skipped	107

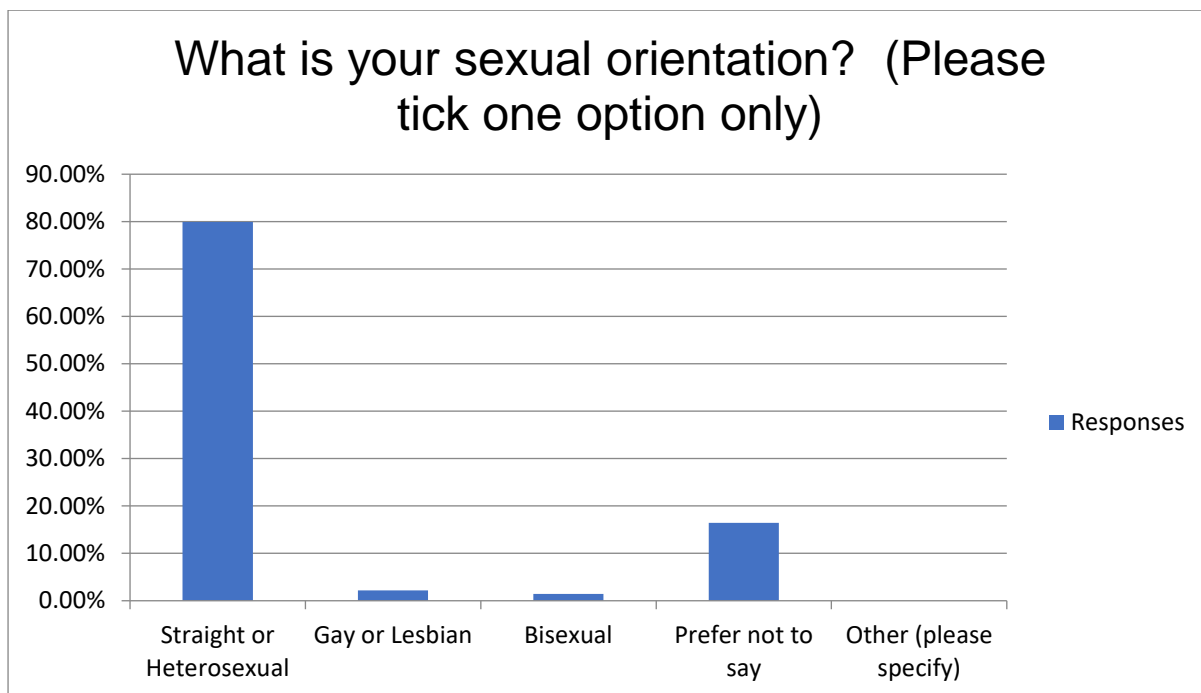


Question 31: What is your sexual orientation? (Please tick one option only)

Table 15 – Respondents' sexual orientation

Answer Choices	Responses	
Straight or Heterosexual	79.93%	219
Gay or Lesbian	2.19%	6
Bisexual	1.46%	4

Answer Choices	Responses	
Prefer not to say	16.42%	45
Other (please specify)	0.00%	0
	Answered	274
	Skipped	109

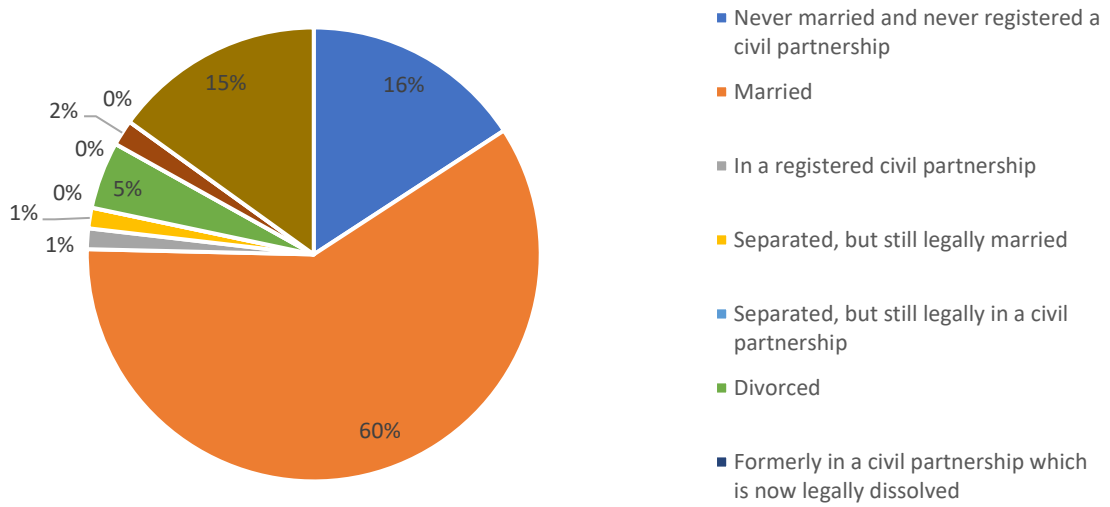


Question 32: What is your legal marital or registered civil partnership status? (Please tick one option only)

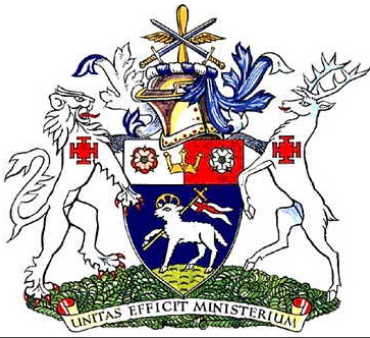
Table 16 – Respondents’ legal marital or civil partnership status

Answer Choices	Responses	
Never married and never registered a civil partnership	15.81%	43
Married	59.56%	162
In a registered civil partnership	1.47%	4
Separated, but still legally married	1.47%	4
Separated, but still legally in a civil partnership	0.00%	0
Divorced	4.78%	13
Formerly in a civil partnership which is now legally dissolved	0.00%	0
Widowed	1.84%	5
Surviving partner from a registered civil partnership	0.00%	0
Prefer not to say	15.07%	41
	Answered	272
	Skipped	111

What is your legal marital or registered civil partnership status?



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Cabinet

<p>Title</p>	<p>Authorisation to procure a Principal Contractor for energy saving works on operational assets using LBB's procurement processes.</p>
<p>Date of meeting</p>	<p>14 Nov 2023</p>
<p>Report of</p>	<p>Councillor Alan Schneiderman, Cabinet Member for Environment & Climate Change</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Key</p>	<p>Key</p>
<p>Urgent</p>	<p>No</p>
<p>Appendices</p>	<p>None</p>
<p>Lead Officer</p>	<p>Chris Smith Assistant Director – Estates and Decarbonisation Chris.smith@barnet.gov.uk 0208 359 2987</p>
<p>Officer Contact Details</p>	<p>John Garbett Toward Net Zero – Portfolio Lead John.garbett@barnet.gov.uk 07870 339737</p>
<p>Summary</p>	
<p>Background:</p>	

The Toward Net Zero (TNZ) Programme procured a lead contractor to manage retrofit works at selected sites through the GLA REFIT Procurement Framework in 2018. The GLA REFIT Procurement Framework is time expired.

The TNZ programme requires a lead (Principal) contractor to support LBB's journey to net zero, whereby the appointed contractor assumes responsibility for the energy and carbon savings that have been guaranteed for each tranche of work through the Energy Performance Contract which is agreed before any programme of work.

Requirement

The requirement is to enter a procurement process with immediate effect to secure the services of a lead contractor. The appointed contractor will begin new programmes of works to provide energy efficient and decarbonised buildings.

Decision

The Cabinet decision sought, is to authorise the commencement of the procurement process, and to delegate the subsequent appointment of a lead contractor.

The recommendation is to begin the procurement process as soon as possible, with a view to appointing a contractor by 28th February 2024.

The contract length is to be 5 years, to ensure adherence to value for money principles, with the opportunity to extend by a further 2 years, as necessary.

Recommendations

- 1. That Cabinet approve the decision to procure a lead retrofit contractor through a Council approved procurement route for a period of 5-years, with an option to extend for up to 2 years.**
- 2. That Cabinet delegates the authority to appoint a lead contractor and enter call-off contract(s), subject to the completion of the procurement process, to the Director of Growth.**
- 3. That Cabinet delegates authority to the Director of Growth, to extend the call-off contract(s) by up to a further 2 years, should that be required.**
- 4. To delegate authority to the Assistant Director, Estates and Decarbonisation to sign any Access Agreement as required by a framework provider and make the necessary arrangements to allow the Council to access a selected Framework Agreement as required.**

1. Reasons for the Recommendations

- 1.1 In August 2023, the Toward Net Zero Portfolio Board approved the decision to procure a lead contractor to support new programmes of works for the following reasons:
- Legal services advised that the existing REFIT procurement framework is time expired and any new works should be commissioned through a new framework or other suitable procurement vehicle.
 - The existing lead contractor was acquired in 2018 and since then company ownership has changed. Our contract is between LBB and Larkfleet. The new parent company is JCI Inc. Our re-procurement exercise will ensure that our contract will be associated with the correct business organisation.

- To ensure value for money, it is prudent and sensible to re-procure contracts every 5 years.
- To ensure that the Director of Growth is provided with the authority to proceed with the procurement, appointment and subsequent contract extension (should that be required) of the lead contractor.

2. Alternative Options Considered and Not Recommended

The alternative options are:

- 2.1 **Not to re-procure.** Failure to appoint a lead contractor to the Toward Net Zero programme of works will significantly limit the capability of the Council to achieve decarbonisation of the corporate estate.
- 2.3 **Use existing Estates Management contractors.** This option is not recommended due to the specialist nature of retrofit work, including undertaking calculations relating to carbon savings.

3. Post Decision Implementation

- 3.1 The Council will deal with any formalities, including signing the necessary forms and Access Agreement to access the identified Framework Agreement and liaise with the Framework Manager as required, internal legal, finance and procurement teams to ensure that the tender documents meet the TNZ Portfolio requirements, and that the selection process is carried out in accordance with the Council procedures.
- 3.2 Post-procurement, selection of the Principal Contractor will be approved in principle at the internal TNZ (Towards Net Zero) officer board and approved via a Delegated Powers Report.
- 3.3 The appointed contractor will then develop and manage programmes of retrofit works, subject to business case approval and grant / loan funding being allocated, with annual energy and carbon savings guaranteed

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 The procurement of a lead contractor is necessary, to develop programmes of works that support the achievement of the Council's Net Zero by 2030 objective. Programmes of works to be developed with the lead contractor are in line with the Council's vision to deliver responsible and sustainable investment and deliver energy cost and carbon savings across Council assets.

Corporate Performance / Outcome Measures

N/A

Sustainability

- 4.2 The objective of the procurement is to secure a contractor that can deliver energy efficient improvements to LBB buildings, which reduce carbon emissions and are powered, wherever possible, by renewable energy sources (solar). This proposal has been assessed through the Council's internal Net Zero Decision Making Tool and has scored a positive impact on Energy, Climate Positive Choices & Behaviours and Climate Adaptation and Resilience.

Corporate Parenting

4.3 N/A

Risk Management

If the procurement does not proceed and a retrofit contractor is not appointed, the following risks will arise:

- a) Only a limited number of retrofit projects may be delivered, resulting in reduced carbon savings. This is because LBB resource is unable to manage specialist programmes of works involving multiple contractors at multiple sites effectively. Lead contractors have this skill set.
- b) Grant funding may not be secured, resulting in financial pressure. This is because the lead contractor can support the Council in successfully securing grant funding.

The recommended mitigation to the risks above is to procure a new contractor via a compliant Framework Agreement.

Insight

4.4 The purpose of the procurement is to provide the Council with a lead contractor who is responsible for delivering interventions on the corporate estate, to improve energy efficiency and decarbonise the assets.

Sites are identified for inclusion in a programme of works, and the contractor then agrees to a contractually binding agreement regarding energy and carbon savings that will be achieved. Carbon and energy savings are calculated by accessing historical data to establish energy and gas consumption at sites. Values such as the heat loss and co-efficient of performance values of the various measures to be installed are used to identify expected savings.

The energy and carbon savings are measured annually, and the contractor will be responsible for ensuring that the savings identified are delivered. If discrepancies occur, then the contractor is required to make remedial changes at sites to ensure that the guaranteed savings are delivered.

Social Value

4.5 There are immediate benefits that arise after works at sites are completed:

- a) Reduced energy consumption at buildings leading to reduction in energy costs
- b) Reduced carbon emissions
- c) Healthier residents due to cleaner air

The social value impact can be measured through data analysis of energy consumption. The expected outcome of programmes of works is that both energy savings and carbon emission savings are realised as measured through meter reading analysis

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 5.1 At this stage, the procurement value is not defined. This is because value of the works across the Council's assets will be defined by the successful contractor, and subsequently will be reviewed by the Council (including developing business cases). The works will be undertaken by the appointed contractor.

The contractor is procured to support programmes of works to decarbonise a discreet number of buildings, involved within a programme, that have been identified by the contractor in consultation with the Council. The contractor details the energy efficiency and energy generation measures that are suitable for individual buildings and provides cost for the programme of works. The contractor also provides an Investment Grade Proposal which forms the basis for the Energy Performance Contract (EPC) with the Council. A signed EPC forms the contractual relationship where the contractor is committed to achieving the carbon and energy efficiency savings.

The carbon and energy savings that the works will achieve will be built into a business case.

- 5.2 The Council lead officer makes the decision to proceed with the proposed work programme, balancing cost of capital retrofit works with carbon and financial savings as a result of these works.
- 5.3 Any programme of works will not start until all governance processes have been completed to provide the authority to proceed. This includes subordinate contracts to define programmes of work (JCT or NEC will be used). Any financial implications arising from the proposed work programme requiring additional investment will be considered through the Council's financial regulations and any necessary approvals (including further Cabinet approval) will be sought.
- 5.4 This project will contribute towards the Council's financial sustainability, reducing the amount spent per annum on running costs (electricity, heating). Programmes of works also contribute towards environmental sustainability, as energy (and carbon) use will be reduced.

Programmes of works benefit the environment by reducing carbon emissions.

6. Legal Implications and Constitution References

- 6.1 The Council's power to enter into various arrangements to progress the decarbonisation programme, including engaging in associated procurement activity and seeking funding, is contained in the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011. Section 1 of that Act provides local authorities with a broad power to do anything that individuals can do, subject to any specific restrictions contained in legislation.
- 6.2 The Council, as a public body, is subject to the Public Contract Regulations 2015 (PCRs), when procuring for works such as those mentioned in this report. Regulation 33 of the PCRs provide that eligible public sector organisations are entitled to award and access contracts based on Framework Agreements, on the provision that they follow the access and selection rules set out in the relevant Framework Agreement.
- 6.3 Part 4B (Contract Procedure Rules), Rule 5.4 of the Council's Constitution provides that, where the Council intends to access an existing Framework Agreement, due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money. The Service have indicated that they will engage with the Procurement Team, HB Public Law, Finance and the TNZ Board to ensure that any procurement strategy and implementation is carried out in accordance with the PCRs and the Council's Constitution.

6.4 Part 2D of the Constitution details the functions that Cabinet is responsible for, including (but not limited to) decisions involving expenditure or savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the Service in question. Although the signing of any Access Agreement and Energy Performance Contract (or similar) may not constitute a commitment to spend, the acceptance of subsequent works contracts under the Framework Agreement may be subject to further Cabinet approval once the Service has identified and intends to proceed with a programme of works in excess of the above values.

7. Consultation

Engagement with building stakeholders will take place both ahead of and during any proposed works. Stakeholder engagement plans for each site that is involved in a programme of works will be developed as part of the business case.

8. Equalities and Diversity

The procurement framework has assessed contractors to ensure that suitable Equalities and Diversity policies are in place and implemented by the contractor organisation.

9. Background Papers

[Authorisation to participate in the Mayor of Londons REFIT programme.pdf \(modern.gov.co.uk\)](#)


Cabinet

Title	Authorisation for the procurement of energy supplies & ancillary services
Date of meeting	14 November 2023
Report of	Councillor Barry Rawlings, Leader of the Council and Cabinet Member for Resources & Effective Council
Wards	All
Status	Public with Exempt Section by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended
Key	Key This decision will affect all wards. The decision is significant as it involves expenditure in excess of £500,000 revenue expenditure.
Urgent	No
Appendices	Appendix A – Review of the Energy TPI Market On Behalf of London Local Authorities -Cornwall Insight Appendix B – Leaders Cabinet Briefing Document (Contains exempt information)
Lead Officer	Chris Smith – Assistant Director of Estates and Decarbonisation
Officer Contact Details	Chris.smith@barnet.gov.uk 07957802255

Summary

The Council currently procures contracts for its corporate electricity and gas supplies, amounting to £9.6 million annually (including associated services) through the LASER Energy Buying Group Framework (Kent County Council). The contracts cover supply of gas and electricity to its Civic /

Operational Estate, Street Lighting and some larger Barnet Homes sites; together with providing the option for Barnet maintained schools to utilise the supply contract.

The current electricity and gas supply contract expires 31st March 2025, and the Council is working to have a new contract in place towards the end of 2023, to permit sufficient time to allow forward purchases of energy to be made prior to commencement of the new supply period in 2025.

This report highlights the findings of a recent review of the energy TPI (Third Party Intermediaries) market undertaken on behalf of LEPP (London Energy Procurement Partnership), a collaborative initiative on behalf of London Local Authorities (Appendix A

The research undertaken by Cornwall Insight, an independent energy research consultancy, provides an insight into the prevailing UK energy market landscape, trends, key players and the services offered by the TPis and the PBOs (Public Sector Buying Organisations). The survey found that for those Local Authorities such as L.B. Barnet which are currently supplied under the LASER Energy Procurement Framework, there is unlikely to be any material advantage to be gained by moving to another provider.

Historically the Council has purchased renewable energy when it has been available on a cost neutral basis. However, as part of the actions the Council is taking to reach net zero carbon by 2030 it is looking to increase its procurement of renewable low carbon energy through the utilisation of green supply tariffs and REGOs (Renewable Guarantees of Origin) Certificated Energy via the LASER Framework, and to potentially direct contract with renewable generators such as solar / wind farms.

The report identifies the preferred option for the Council to continue to utilise the LASER Fully Managed Framework to procure its energy requirement from 01/04/2025 – 31/03/2029 and to potentially procure REGO backed electricity via the LASER Framework, subject to affordability

Recommendations

1. That Cabinet approve the following actions: -

- 1a The Council's participation in the LASER Energy Fully Managed Framework for the flexible procurement of natural gas, electricity & ancillary services for the supply period April 2025 to March 2029. The estimated total expenditure of the supply to be called off under the framework as noted in section 5.3 is approximately £39 million pounds over 4 years.
- 1b To delegate authority to the Deputy Chief Executive, in consultation with the Leader of the Council, to procure and complete gas and electricity supply contracts, via the LASER framework.
- 1c To delegated authority to the Deputy Chief Executive as part of the procurement process, to investigate and prioritise appropriately REGO backed (Renewable Guarantees of Origin) certified renewable electricity supplies, subject to affordability.

1. Reasons for the Recommendations

- 1.1. The Council currently contracts for its corporate electricity and gas supplies, including associated services, through the LASER Energy Buying Group Framework, which it has utilised since 1993.
- 1.2. LASER, which is a leading Public Sector Buying Group (PBO) and a division of Kent County Council Commercial Services, undertakes a range of procurement and invoicing management processes on behalf of its members. Service provision includes tendering; appointing energy suppliers; invoicing and managing the portfolio risk strategy on behalf of more than 200 public

bodies, including 28 London boroughs and NHS Trusts with a combined annual energy spend of over £500 million pounds.

- 1.3. The Council currently procures £9.6 million of electricity and gas per annum for supplies under its Corporate Energy Supply Contract for its Civic / Operational Estate, Street Lighting portfolio and some larger Barnet Homes supplies. It also provides the option for Barnet's maintained schools to also utilise the contract arrangement.
- 1.4. In line with the Pan Government Energy project 2007, the council, since 2008, has moved from fixed-term, fixed price procurement to adopt aggregated flexible and risk managed energy procurement. This is now deemed to be the best solution to cost reduction in a complex and volatile market.
- 1.5. The current electricity and gas supply contract expires 31st March 2025, and the council is working to have a new contract in place towards the end of 2023. This will permit sufficient time to allow forward purchases of energy to be made prior to commencement of the new supply period in 2025. This report highlights the findings of a recent review of the energy TPI (Third Party Intermediaries) market, undertaken on behalf of LEPP (London Energy Procurement Partnership), which is a collaborative initiative on behalf of London Local Authorities.
- 1.6. The research undertaken by Cornwall Insight, an independent energy research consultancy provides an insight into the prevailing UK energy market landscape, trends, key players and the services offered by the TPIs and the PBOs (Public Sector Buying Organisations). The survey found that that for those Local Authorities such as the London Borough of Barnet, which currently supplied under the LASER Energy Procurement Framework, there is unlikely to be any material advantage to be gained by moving to another provider.
- 1.7. Historically the council has purchased renewable energy when it has been available on a cost neutral basis, if not better. However, as part of the action the council is taking to reach net zero carbon by 2030, it is looking to increase its procurement of renewable or low carbon energy through the utilisation of green supply tariffs and REGOs (Renewable Guarantees of Origin) certified energy, via the LASER Framework. Concurrently, investigations are underway to potentially contract direct with renewable generators such as solar / wind farms, via a Power Purchase Agreement (PPA)
- 1.8. The Cornwall Insight report identifies that the preferred option for the Council, is to continue to utilise the LASER Fully Managed Framework to procure its energy requirement from 01/04/2025 – 31/03/2029, and to potentially utilise the framework to procure appropriately REGO backed (Renewable Guarantees of Origin) certified renewable generation, subject to affordability.

2. Alternative Options Considered and Not Recommended

- 2.1 The alternative procurement options which were considered and not recommended includes:
 - 2.1.1 Procuring direct from the market with the Council managing its own broker arrangements which is considered a high-risk strategy and requiring a high level of expertise.
 - 2.1.2 Moving provider and procuring through an outsourced Third Party Intermediary (TPI) was considered by the Cornwall Insight Market Assessment Report as not offering any material advantage from Council's existing arrangements.

3. Post Decision Implementation

- 3.1 Upon receipt of Cabinet approval to proceed, the Deputy Chief Executive will authorise that both the access agreement and the call-off contracts to be completed. LASER will then commence the process of forward procurement of the appropriate baskets for electricity (conventional or REGO certified green) and gas through the framework suppliers, to ensure that sufficient supply volumes are available for commencement of supply 01/04/2025.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 Following the declaration of a climate and biodiversity emergency in May 2022, delivering and implementing the Sustainability Strategy and Sustainability Action Plan is a key priority for Our Plan for Barnet 2023 – 2026; in caring for Barnet’s people, place and planet.

Corporate Performance / Outcome Measures

- 4.2 The Council has committed to becoming a net zero organisation by 2030 and a net zero borough as soon as possible after this, but no later than 2042.
- 4.3 Should the Council switch to REGO backed electricity, this will be a first steps towards transitioning the Council’s energy requirements towards a greener and cleaner supply.

Sustainability

- 4.4 Opting for a REGO scheme would demonstrate support for low-carbon energy, in the UK they are seen as a mechanism to provide support to increase the build out of renewable generation. Opting for a REGO backed electricity tariff is not as sustainable as opting for direct contracts with renewable generators such as solar / wind farms, for example through so called Power Purchase Agreements (PPA). However, this is an alternative that is currently being investigated. Procuring through LASER will provide enough flexibility to supplement or exchange energy supply purchased through the framework. This option is still being investigated and will be presented as an option to Cabinet in the future. The Net Zero Tool Summary report is provided below to highlight the impact of the decision.

Net Zero Tool Report – Summary

No	Survey Parameters	Survey response (if applicable)	Mitigation (as applicable)
1	Land Use - impact on the installation of non-permeable surfaces	n/a	n/a
2	Biodiversity & Ecosystems - impact on the amount (or type) of wild animals, plants or fungus species present within the borough	n/a	n/a
3	Water Usage - impact on amount of water usage in the borough on a medium/long term basis	n/a	n/a

4	Air Quality - extent of the release of harmful substances or gases into the air and overall impact on air quality	If opting for REGO backed electricity, electric vehicles can be charged with green electricity.	n/a
5	Resource Inputs - implications on the procurement of any goods or materials	Renewable electricity may be procured, which is an intangible resource. However, gas will still be part of the mix until we are fully electrified.	Opt for REGO backed electricity, continue to decarbonise, e.g., replace gas boilers, reduce energy demand by implementing energy efficiency measures.
6	Resource Outputs - impact on materials	n/a	n/a
7	Energy - impact or level of influence on use of energy/power	Energy consumption is a major source of emissions. See below.	The product in question of this decision is energy (electricity and gas).
8	Transport - impact on the use of transport in the borough	If opting for REGO backed electricity, electric vehicles can be charged with green electricity.	Ensure that electric charge points operated by the Council are fed by REGO backed electricity.
9	Sustainable Local Economy - impact on the workforce/businesses within the borough	n/a	n/a
10	Sustainable Local Community - impact on the local community within the borough	The energy contract is open to schools in the borough that which to procure as part of the LASER framework.	n/a
11	Positive Choices & Behaviours - impact on resident's choices and behaviours	Opting for REGO backed electricity, could be communicated to residents and may influence their decision to opt for a green tariff too.	
12	Climate Adaptation / Resilience - Extent of impact of physical climate risk	(Mitigation measure)	By opting for a renewable energy tariff, we are decarbonising our

			energy supply, and are actively reducing the Council's carbon footprint (market-based approach). Opting for the sustainable option supports local, regional, and national net zero targets.
13	Known Carbon Impact	Yes	Over a <u>four-year period</u> , the Council's electricity and gas supply would emit approx. 50,600 tCO ₂ e (approx. 12,650 tCO ₂ e/annum). When opting for a REGO backed electricity tariff, the Council could report approx. carbon savings of approx. 12,184 tCO ₂ e over a period of four years (approx. 3,064 tCO ₂ e/annum). (*)
14	Other Environmental Condition	n/a	n/a
15	Have you consulted the Sustainability team	Yes	n/a

Corporate Parenting

4.5 No impact anticipated.

Risk Management

4.4 A summary of the risks and benefits is provided in the table below:

Risk Ref	Current Risk Profile	Current Risk Rating	Risk Description	Nature of Risk	Risk Status	Benefits
1	Low/Med	Low/Med	Appointment of Energy Suppliers runs from Oct-24 to Sept-28 – T&Cs permit extension	Financial	Treat	Aggregated, flexible and risk managed energy procurement and would
2	Low/Med	Low/Me	Failure of Energy Supplier – Framework appointment includes financial stability test to minimise risk of framework provider failing – Frameworks also include panel of providers offering a compliant route to appoint subject to a failure on non performance	Financial	Treat	Regulatory Compliance including controls - Strong recognition of compliance requirements & risk a of public bodies
3	Low/Med	Low/Med	Non-commitment from school(s) for buy into LASER Framework would reduce annual usage volumes and may impact on contract price – Agglomeration of supplies volumes should limit impact of volume reductions	Financial	Treat	Benefits of aggregation with the v public sector including local auth & NHS trusts in London & South w annual spend of 0.5b p.a.
4	Low/Med	Low/Med	Failure to commit to a compliant framework will limit the scope to forward purchase at the optimum market position	Financial	Treat	
5	Med	Med	Significant changes in consumption can impact on contract pricing – mitigated with agglomeration & early notice	Financial	Treat	

Insight

4.5 None in the context of this report

Social Value

4.6 LASER energy framework provides additional Social Value provisions, including: up to £130,000 per annum to spend on initiatives on behalf of LASER customers; the ability to access of “green tariffs” and renewable generation agreements; and sourcing access to net zero suppliers.

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 The recommendation to authorise the flexible procurement of the Council’s electricity and gas requirements through the LASER Framework and will ensure that supplies are secured through compliant contracts. LASER has a Governance Panel in place which operates to ensure that they develop and execute appropriate buying and risk management strategies for the flexible procurement of energy requirements. The panel comprises a cross-section of LASER customers, the LASER Management team and an independent energy expert.

5.2 Exempt

5.3 Exempt

5.4 Exempt

- 5.5 The utilisation of flexible procurement options enables energy purchases to be hedged over a long period of time and over multiple purchases rather than on a specific day. The use of the framework and its combined spending power also helps to minimise risk; reduces procurement contract operation & back-office costs; and also supports better variations in supply requirements, such as changes in estate size or the move towards decarbonisation.
- 5.6 Budget responsibility is held within Service Areas, in some case so revised costs will be shared as soon as procurement is complete to allow budgets to be correctly forecasted.
- 5.7 By this report seeking authorisation to proceed with procurement the purchase of energy will be compliant in accordance with the Contract Procedure Rules – Authorisation & Acceptance Thresholds, Table B.

6. Legal Implications and Constitution References

- 6.1 Report authorisation will enable utilisation of the LASER energy purchasing framework, via an access agreement. Preparation and award of the specific call-off contracts with the framework energy suppliers will be supported by HB Public Law.
- 6.2 The Council's Contract Procedure Rules specifically Part 4B are applicable to this procurement. As the value exceeds £500,000 authorisation must be either via a Cabinet Report or a Procurement Forward Plan. Furthermore, in accordance with Part 2D - Terms of Reference and Delegation of Duties to the Cabinet, all Key Decisions are the responsibility of Cabinet. The decision being sought is a key decision as it involves expenditure in excess of £500,000 and its effects on communities living or working in an area of two or more wards of the Borough (section 4 of Part 2D).
- 6.4 The report seeks approval to recommission the services under the terms of a LASER Energy Buying Group Framework.
- 6.5 The Council's Contract Procedure Rules (section 5.4) allows Council Officers to call off services from established framework agreements.
- 6.6 Officers may make reprocur the service using the framework as proposed only if:
- The framework agreement was procured in accordance with Public Contracts Regulations 2015.
 - The framework agreement has not expired.
 - The Council was named as a contracting authority that may call-off services from the framework agreement.
 - The Services to be called off fall within the score of the framework agreement.
 - The estimated value of the framework agreement as advertised has not been exceeded.
- 6.7 Once the contract has been entered into this will need to be recorded on the Council's contract register.

6.8 In relation to recommendation 1b above which relates to delegation to the Deputy Chief Executive, this is permissible under section 9E of the Local Government Act 2000.

7. Consultation

7.1 Through the London Energy Procurement Partnership (LEPP), the Council has received independent expert advice to identify the most suitable framework operator or third-party operator (TPI) to meet LEPP's statement of requirements (SoR) (Appendix A).

7.2 Internally, consultation will also take place with Estates, Finance, Legal and Sustainability teams.

8. Equalities and Diversity

8.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 advance equality of opportunity between people from different groups foster good relations between people from different groups. These have been considered with regard to the recommendation for authorisation to procure services and it is not considered that an Equalities Impact is required for this procurement.

9. Background Papers

9.1 2023/24 Annual Procurement Forward Plan, Policy & Resources Committee 22/02/2023 Agenda Item N0.15

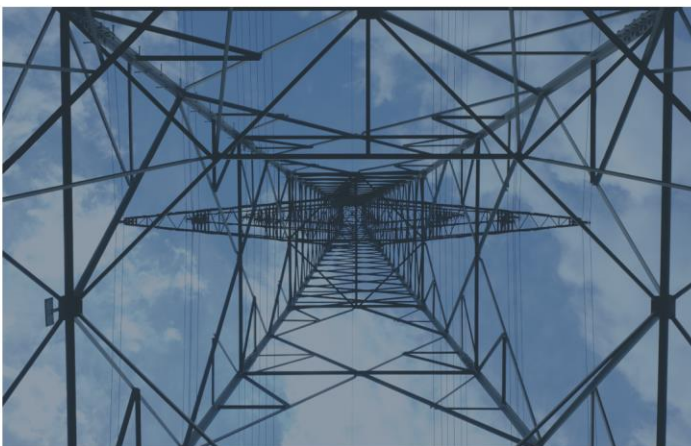
[Agenda for Policy and Resources Committee on Wednesday 22nd February, 2023, 7.00 pm \(moderngov.co.uk\)](https://www.moderngov.co.uk)

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Barnet London Borough Council: Review of the energy TPI market on behalf of London Local Authorities

August 2023

Kate Mulvany, Jitendra Patel, Anna Moss & Emily Lewis



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About Cornwall Insight

Getting to grips with the intricacies embedded in energy and water markets can be a daunting task. There is a wealth of information online to help you keep up-to-date with the latest developments, but finding what you are looking for and understanding the impact for your business can be tough. That's where Cornwall Insight comes in, providing independent and objective expertise. You can ensure your business stays ahead of the game by taking advantage of our:

- Publications – Covering the full breadth of the GB energy industry, our reports and publications will help you keep pace with the fast moving, complex and multi-faceted markets by collating all the “must-know” developments and breaking-down complex topics
- Market research and insight – Providing you with comprehensive appraisals of the energy landscape helping you track, understand and respond to industry developments; effectively budget for fluctuating costs and charges; and understand the best route to market for your power
- Training, events and forums – From new starters to industry veterans, our training courses will ensure your team has the right knowledge and skills to support your business growth ambitions
- Consultancy – Energy market knowledge and expertise utilised to provide you with a deep insight to help you prove your business strategies are viable

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2. Executive Summary

This report presents the findings from energy market research conducted by Cornwall Insight (“Cornwall”, “we”, “us”) on behalf of a consortium of Local Authorities (the “Local Authorities”) including Barnet London Borough Council (“Barnet Council”). This research was commissioned to provide insight into the market landscape, trends, key players, and services offered by Third Party Intermediaries (TPIs) - also called brokers and Public Buying Organisations (PBOs) - operating in the energy market of Great Britain (GB). The report aims to assist Barnet Council in making informed decisions about energy procurement.

Amid a rapidly evolving global energy landscape, the role of TPIs is transforming. Energy users are increasingly motivated by decarbonisation goals, in addition to traditional factors such as budget certainty and risk management. The aim of achieving net zero emissions has prompted a seismic shift across the energy industry, affecting how energy is sourced, distributed, and consumed. Energy brokers traditionally facilitated transactions within conventional energy supply markets, now recognise they will need to play a new role. Some TPIs already offer adapted products, helping energy users navigate the complex interplay of renewable technologies, decentralised processes and dynamic policy frameworks. A common message from TPIs is they expect to make further changes, introducing more products within the next 12-24 months.

Local Authorities have the flexibility to choose their procurement provider or may utilise internal procurement facilities provided they comply with the relevant rules and regulations. This flexibility enables Local Authorities to tailor their procurement approach to their specific needs and strategic requirements.

The number of TPIs offering energy services is substantial with some estimates indicating there to be more than 4,000 companies or individuals engaged in sourcing non domestic energy contracts. The majority of these will be sole traders securing their energy products via one or more aggregators rather than directly from suppliers. Cornwall Insight profiles what we believe to be the most notable TPI competitors in a range of markets on an ongoing basis. This report utilises our existing market knowledge, supplemented by customer interviews and information from the public domain including TPI websites, Companies House, public sector tender notices, TPI marketing material, TPI terms and conditions, social media outlets, trade press and the Utilities Intermediaries Association (UIA).

As each Local Authority has distinct portfolios, objectives, and priorities, what may be suitable for one authority may not necessarily be the best fit for another. Factors such as geographical location, energy demands, budget constraints, sustainability goals, and available resources can vary significantly among Local Authorities. The public sector’s collective demand for PBOs and TPIs has remained consistently high given the need to secure energy contracts in a way that ensures value for money. In recent years the public sector has also sought advice from PBOs to facilitate net zero strategies.

Cornwall Insight research indicates that public sector spend with energy intermediaries on fees was £25mn in 2022, an increase from £20mn in 2020. Our research suggests 77% of this was with PBOs, and while this is a high proportion, it is on a sustained downward track as private TPIs win over customers, sometimes at higher commission rates. The tendency to use a TPI rather than PBOs is particularly increasing in the education and care sectors as private TPIs look to target these sectors.

When considering a new procurement partner, a Local Authority must assess the resources needed for transitioning. Moving from one energy supplier to another can be challenging and may deter authorities if the expected benefits are minimal. Changing providers involves costs for transitioning data, training staff, and managing the overall process. These costs vary based on the complexity and support required. Despite these considerations, it is crucial to evaluate the long-term benefits and potential cost savings. This evaluation includes improved procurement efficiency, access to

specialised expertise, and aligning strategies with specific Local Authority needs.

While intended to inform the Local Authority's choices, this report is not part of a formal public procurement process. Local Authorities should conduct a comprehensive cost benefit analysis that incorporates the information provided in this report. This analysis will allow them to compare the expected costs of transitioning with the potential service improvements. By carefully considering these factors, Local Authorities can make informed decisions that balance cost considerations with long-term strategic goals.

The wholesale energy market has seen unprecedented levels of volatility in recent periods, leading to a significant increase in uncertainty surrounding energy prices. This volatility continues to persist in the market, posing challenges for local councils when assessing risks associated with energy procurement and supply contracts. The challenge of securing good value has become increasingly complex due to increased exposure to risks within the energy market, requiring a careful examination of procurement strategies to ensure the best outcomes for billpayers.

Wholesale gas and electricity markets have been dominated by concerns about gas supplies in the EU and Britain following the Russian invasion of Ukraine, with gas pricing for winter 2022-23 rising to all-time highs. Despite Great Britain not being directly connected to Russia via pipelines, the global competition for natural gas and demand from European interconnectors have exposed the country to record-breaking gas prices.

High gas prices have driven up electricity prices, due to the reliance on gas-fired power stations and the marginal nature of the pricing structure. During the winter of 2022-23, the pressure on electricity prices was intensified by nuclear capacity outages in France which meant Great Britain became a net exporter of electricity for the first time. Gas and electricity prices are expected to remain high compared to historical levels, at least until the end of this decade.

Record high consumer bills prompted heightened levels of government intervention across Europe. These range from short-term interventions such as subsidies via bills, to increased support for more fundamental reforms, the impact of which is uncertain. Winter 2022-23 was one of the warmest on record, making it difficult to assess the impact of the short term measures, with the longer term reform in the initial stages.

Selecting a dependable energy buying partner has become increasingly crucial for Local Authorities as it offers the potential to achieve cost savings and valuable guidance. With the complexities of the energy market, having a reliable TPI or PBO can make a significant difference in managing costs effectively and receiving sound advice to support decision-making processes. Overall trends towards improved regulation of the TPI market have yet to materially impact larger energy users, such as Local Authorities, but are indicative of the increased appetite for reliable and well governed energy buying partners in the non domestic market.

The consortium of Local Authorities provided a Statement of Requirements (SoR), creating a framework against which the TPIs services were assessed. When assessing the TPI market we used a multi-step process to filter the most suitable TPIs for selection, creating a long list, developing a shortlist, and scoring the shortlisted offerings against the Local Authorities' SoR. The names of the Local Authorities were not disclosed to the TPIs to avoid any bias or advantage for incumbent providers.

Cornwall Insight is an independent energy consultant and has relationships with parties across the energy market, including TPIs. This research has been designed and carried out in manner to ensure impartiality. The team leading this research is separate to those involved in ongoing service provision in the TPI markets to ensure that the assessment remains objective and free from any undue influence.

- Our research finds that for Local Authorities already supplied by the PBO LASER, there is unlikely to be a material advantage to be gained from moving to another provider
- Several other providers offer similar products to LASER, but none with features that would

be expected to outweigh the disruption and cost of resourcing change

- For comparison we have included information about one PBO and two alternative private TPIs who did not match the SoR as closely, but who may provide an alternative approach for a Local Authority seeking a service that differs from the SoR.
- For Local Authorities not currently supplied by LASER, evaluation of all proposed options should factor in the anticipated disruption and the costs associated with implementing change

3. Energy market overview

Wholesale price volatility and shifting macroeconomic conditions have exacerbated energy bill uncertainty over the last 18 months. These conditions, combined with the long-term nature of energy contracts, indicate that wholesale energy prices may not revert to their 2020-21 levels until around 2030, according to our recent forecasts. This projection underscores the need for effective energy management strategies to navigate the ongoing volatility and mitigate the potential impact on energy bills.

Volatile gas prices have had a direct impact on electricity prices, particularly as gas fuelled power stations play a significant role in electricity generation. This dependency means the all-time high gas prices have subsequently driven up wholesale electricity prices.

Just under 40% of the UK's electricity is generated using gas, shown in Figure 1. The remainder is primarily derived from three different generational sources – renewables, nuclear, and coal. The use of these fuels is determined by several factors, including price (influenced by fuel costs, global markets, and the balance of supply and demand amongst other drivers), weather (influences the ability to generate and level of demand), and policy (some policies drive towards low-carbon fuels for electricity generation).

Gas is sourced from global markets, including pipeline imports from Norway and Liquefied Natural Gas (LNG), alongside gas from the UK Continental Shelf (UKCS). The sources of gas used in the UK are shown in Figure 2. The locational range of sources means prices faced by Local Authorities in the UK are influenced by factors such as geopolitical events, weather conditions, demand dynamics and policy impacts. The fluctuations in energy prices have implications to a supplier's risk management activities, in turn affecting a Local Authority's risk assessment and decision making processes, particularly for Local Authorities involved in flexible supply contracts.

Figure 1: UK's electricity generation fuels (2021)

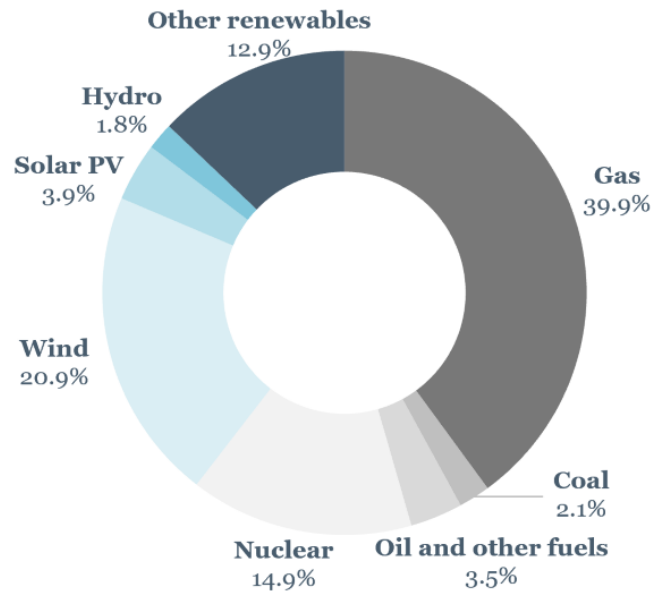
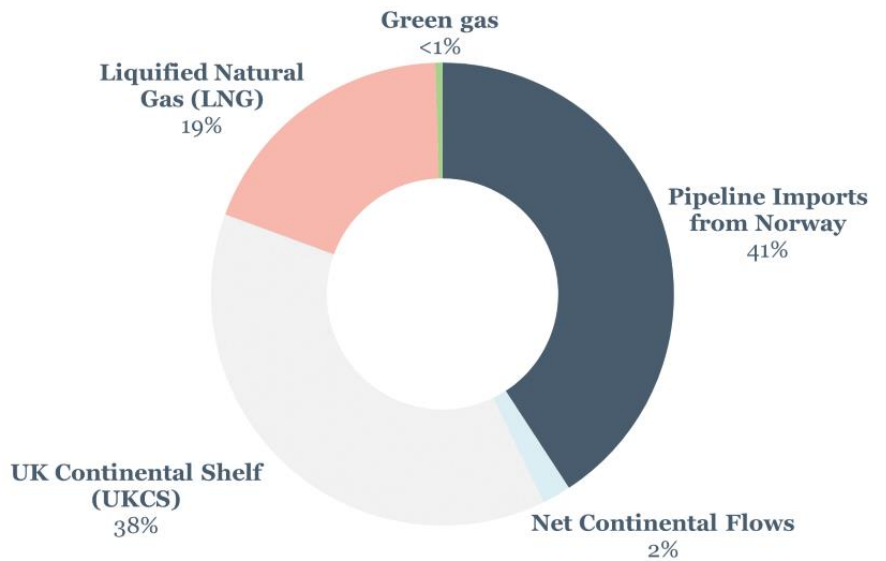


Figure 2: UK's gas supply sources (2021)



Source: Cornwall Insight from [DUKES data](#)

3.1. International impact on energy supply

Wholesale gas and power markets have been dominated by concerns about gas supplies in the EU and Britain following the Russian invasion of Ukraine, with gas pricing for winter 2022-23 rising to all-time highs. While GB is not directly connected by pipeline to Russia, the increased global competition for natural gas and demand from European interconnectors has seen record high gas prices to which Britain is exposed.

In response to the invasion of Ukraine, demand for liquified natural gas (LNG) imports significantly increased. Liquefying gas enables the fuel to be easily transported across larger distances by ship, and accounts for roughly one fifth of British gas supply. In 2021, Britain sourced its LNG from nine countries, primarily from Qatar with smaller volumes from the USA and Russia. According to [reported energy trends](#), the UK has since ceased imports of Russian LNG, with the last cargo arriving in March 2022. Instead, the UK has increased imports of LNG from other countries and provided gas via pipeline to continental Europe. Overall British imports of LNG in 2022 rose by 37% compared to 2021. This included a sharp rise in imports from the USA. Gas exports from GB through gas interconnectors to mainland Europe reached a record high in 2022 and the production of UKCS natural gas increased by 55% compared with 2021 according to data published by the Department for Energy Security and Net Zero ([DESNZ](#)). Despite this increase in British production, prices remained high as sanctions on Russia limits global access to a historically key exporter.

High gas prices have driven up electricity prices, due to the marginal nature of the pricing structure and the reliance on gas-fired power stations. Gas power stations can quickly respond to fluctuations in electricity demand and generation. Until alternative sources of dispatchable generation and storage are developed at scale, gas powered electricity generation will be used alongside variable renewable sources like wind and solar.

Great Britain is connected to other countries through a series of interconnectors, which are large cables linking electricity transmission across countries. Britain and France are connected by interconnectors and electricity flows to and from the two countries. Previously, France was a net exporter to Britain because of the large volume of electricity generated by its nuclear power stations. However, in 2022-23 there were significant outages across the French nuclear fleet. Several reactors were offline for overdue maintenance and checks related to corrosion issues in older reactors. Over the 2022-23 winter, this created a large generation gap in France and impacts capacity coming into Britain. In Britain, this increased upward pressure on electricity prices, as there was uncertainty around the reduction of electricity imported via the interconnector. The reactors are now back online but the event raised concerns about security of electricity supply in Britain.

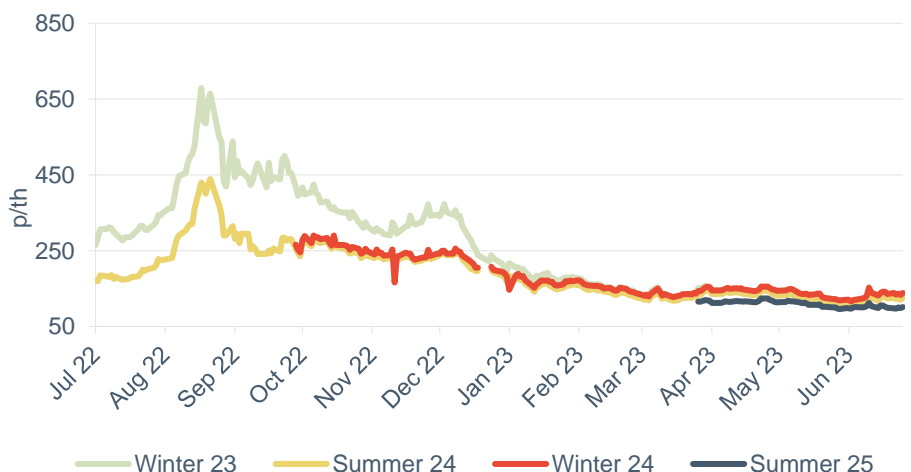
3.2. Short term pricing view

Gas prices have continued to fall as Winter 2022-23 passes and proved to be relatively mild, alleviating concerns over security of supply. EU gas storage levels are currently above 80% (August 2023) which is higher than usual for this time of year, bringing down prices in the short term.

Despite this, traded prices for upcoming winters remain elevated as Britain and the EU have become more dependent on the international gas markets via LNG shipments. This elevated price compared to pre-pandemic levels is the result of economies recovering from the pandemic and from the EU diversifying supply away from Russia which has led to an increase in demand for LNG products globally.

EU countries have increased the volume of LNG capacity available in particular with the use of floating storage regasification units in Holland, Spain, Germany, Italy and France so that import capacity, which was an issue last year, is no longer a real concern.

Figure 3: seasonal gas prices (July 2023)



Source: Cornwall Insight Benchmark Power Curve

Gas storage is often used across Europe to meet peak demand during the winter period, and plays an influential role in energy security and the energy price. Injections of gas into storage usually occurs during the summer months when demand (and therefore prices) are lower, and withdrawn during the winter period when demand for gas rises. For this year, in general EU gas storage stocks are ahead of filling schedules and above the five-year average.

Asian gas demand has been weak over the summer leading to spare LNG volumes, further aiding the re-filling of EU gas storage inventories and creating opportunities for floating LNG storage. This is where, subject to shipping availability, an LNG cargo is loaded and kept offshore (i.e. floating) until needed usually in the months of October and November. Comparatively Great Britain (GB) has low national gas storage available. Instead, there is a diversified range of gas sources, including longstanding bidirectional interconnector pipeline capacity and LNG import terminals. Price dynamics for the remainder of the summer will be largely driven by EU gas storage re-filling considerations with prices rising if constraints are anticipated (unlikely in our opinion) and otherwise if the re-filling programme remains on track.

Concerns will remain for the upcoming winter period, which will be expected to be colder than last year and more in line with seasonal normal temperatures. Currently annual prices are forecasted to remain relatively flat in the short term as a result however the risk of UK prices rising is real and will depend on outturn winter weather.

Figure 4: Near term drivers for gas prices

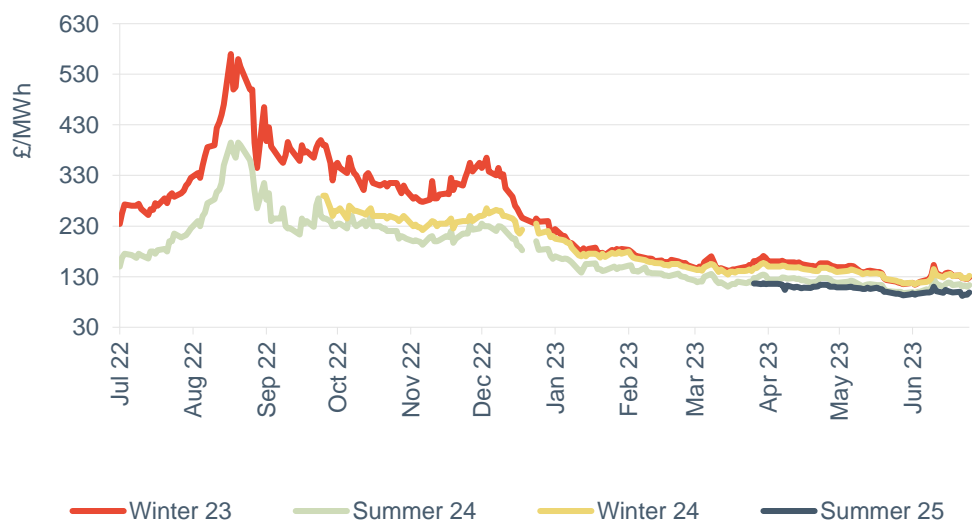
Drivers over the next quarter	Impact on prices
High European gas storage and mandated targets in place ahead of November 2023 to avoid price spikes during the winter.	↓ Decrease
Increased reliance on global LNG market to meet demand, with increased competition as China returns to pre-COVID economic growth	↑ Increase
Warmer weather will act to reduce heating demand into the summer 2023 period even after allowing for additional air con demand in case of a hot summer	↓ Decrease

Source: Cornwall Insight

In the short-term, electricity prices are expected to remain elevated following the Russian invasion of Ukraine, and are susceptible to market shocks and pricing volatility.

High gas prices and expectations of a low supply surplus have kept electricity prices high compared to pre-2022 levels; traded prices for winter 2023-24 have fallen as we get closer to delivery, but remain elevated compared to historical averages. By winter 2024, prices will remain above historical levels but are expected to fall to between £104/MWh and £150/MWh.

Figure 5: seasonal power prices (July 2023)



Source: Cornwall Insight Benchmark Power Curve

Figure 6: Near term drivers for power prices

Drivers over the next quarter	Impact on prices
-------------------------------	------------------



Developments in gas & commodity markets will continue to be the main driver of prices. Gas prices could rise in the winter but are lower than winter 2022. → Neutral

Natural drop in demand in summer, but energy crisis could weigh further in the winter 2023/24 period ↓ Decrease

Interconnectors to export lower levels than seen in summer 2022, but still higher than historical rates → Neutral

High prices and supply uncertainty related to conflict in Ukraine will make the export pattern across Europe potentially unpredictable ↑ Increase

Source: Cornwall Insight

3.3. Long term pricing view

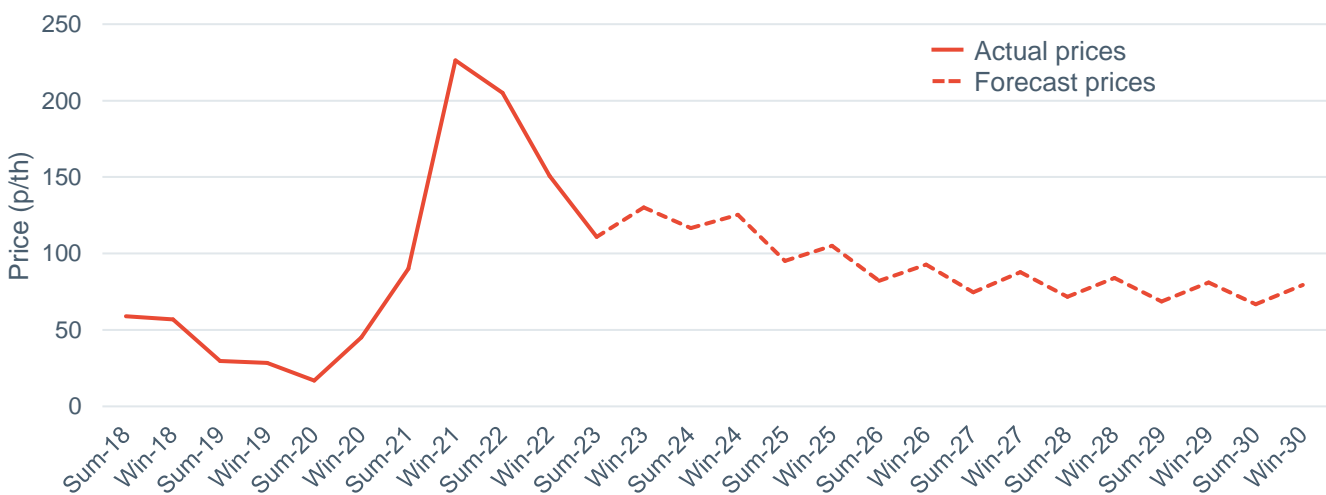
The longer term outlook for gas is uncertain. German gas demand is currently reduced by circa 15% from pre-pandemic levels to cater for the challenges in diversifying away from Russian gas supplies, with German industry taking the brunt of this reduction. How and when this demand returns are subject to debate. In general European demand for gas is likely to permanently reduce parallel to a rising focus on electrification, although this could be offset by increased demand for gas in other markets, including China.

Weather plays an important role in gas consumption and availability. Wind, rainfall and temperature will impact gas demand levels and how tight the supply-demand picture outturns. While this is not expected to change significantly in impact on long term prices, it can have significant bearing on prices in the short term each winter. For example, mild temperatures and steady wind across Northern Europe would minimise reliance on fossil fuels for heating and power in a given period.

Figure 7 shows our forecast annual average power price out to 2030 from our latest Benchmark Power Curve (BPC). This is based on comprehensive market and asset-level power price modelling that delivers long-term power price forecasts. The assumptions made in this forecast are that:

- Net Zero ambitions from the Climate Change Act are delivered by 2050. The model has a carbon target it must adhere to when planning capacity and running generation
- Security of supply is consistent with government targets, by dispatching generation in cost order to meet demand
- Every option aims to achieve lowest cost possible to minimise system costs
- All coal fired capacity is closed by 2024
- The Government target to procure 50GW of offshore wind by 2030 is achieved.

Figure 7: Average actual and forecasted gas prices per fiscal year (broken down by summer and winter seasons)

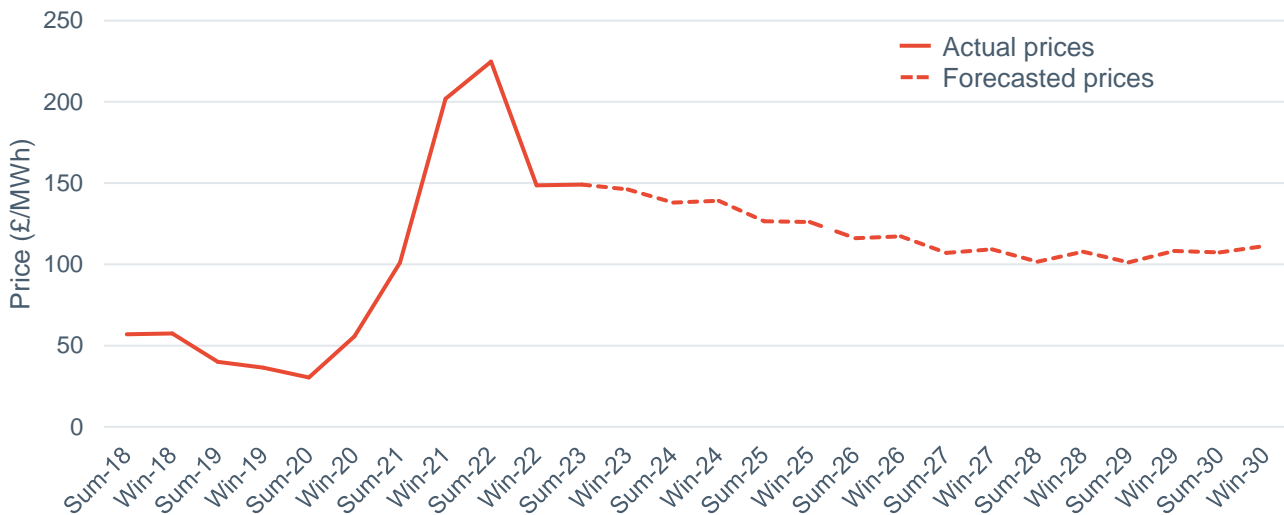


Source: Cornwall Insight Benchmark Power Curve

Electricity prices are expected to remain above 2020 values for the rest of the decade. There has been a policy push from the UK Government to electrify heat, transport and industry in response to net zero targets which will increase Britain's demand for electricity. However, Britain's goals to deploy renewables alongside EU goals, are expected to reduce the reliance on gas to produce electricity. With policy to increase renewables capacity and reduce carbon emissions, the demand growth is met predominately by low marginal cost generators, which do not have to pay carbon prices, and as a result, power prices do not significantly increase.

Electricity prices are expected to drop in the mid-2020s as higher marginal cost coal-fired plants retire, and new offshore wind turbines are built to meet the government's 2030 wind generation target. The zero marginal cost of wind turbines, due to there not being a cost to fuel turbines, means that when they are generating, prices tend to fall and electricity prices become less impacted by gas prices.

Figure 8: Average actual and forecasted power prices per fiscal year (broken down by summer and winter seasons)



Source: Cornwall Insight Benchmark Power Curve

As well as coal-fired plants retiring, Britain's combined cycle gas turbine (CCTG) power stations are coming towards the end of their lifespan with some being converted to open-cycle gas turbines (OCGT) through the mid-2020s. Converting CCTGs to OCGTs allows them to operate more flexibly in a market. Older nuclear power plants are also expected to retire from operation reducing generating capacity further. However, when Hinckley Point C's reactors are commissioned (expected in 2026-27), nuclear capacity will increase again.

Another large change to the energy generation mix is the increasing use of battery storage to underpin flexibility and balancing services. Longer duration flexibility options are expected to be relied on during times when low carbon power is unavailable.

Outside of Britain, there have been increased commitments from the European Commission to deploy renewables as part of the [European Green Deal](#) to reduce the impact on gas and electricity prices as a result of the invasion of Ukraine.

As we approach 2030, the deployment of low marginal cost generators is met by demand growth from the electrification of the economy, increasing production of green hydrogen and increased power exports to Europe, resulting in the levelling of prices above pre-pandemic levels.

3.4. Regulatory horizon scan

The regulatory framework in Britain's energy market is comprised of complex industry codes that outline the responsibilities and requirements for effective operation of the energy system and functioning of the market. Companies operating in the energy sector are typically required to hold licences to ensure compliance with these regulations. The supply licence, in particular, aims to protect customers and ensure fair treatment.

Ofgem can take action to amend the supply licence to deliver better outcomes, and there has been a growing level of intervention from government on pricing, including the introduction of bill support. While programmes to support the energy transition are already in train, and will impact pricing, government has also taken action to address volatility in the market. These range from short-term interventions to more

fundamental reforms, the impact of which is more uncertain and will be dependent on the approaches taken, the implementation timescales and the effectiveness of the changes.

3.4.1. Government energy bill support

As a result of the all-time high energy prices, a series of support schemes were offered by the GB government for both households and businesses. The [Energy Bill Relief Scheme](#) (EBRS) was announced by the government on 21 September 2022, ending in March 2023. The scheme was designed to support businesses and public sector organisations in Great Britain and Northern Ireland (NI) by providing a discount on wholesale gas and electricity prices to allow businesses to adapt to the increasing prices over winter. The original forecast for the cost of EBRS was £18bn however a [statement](#) published in June 2023 revealed that £5.5bn was spent on EBRS.

The EBRS came to an end in January 2023 after concerns about the budget available for bill support. As a result, scaled back support was put in place. The [Energy Bills Discount Scheme](#) (EBDS) was announced on 9 January and is a per unit discount running from 1 April 2023 to 31 March 2024, applying to eligible non domestic consumers. The support is offered as part of the new EBDS capped at £5.5bn. As part of the scheme, Energy and Trade Intensive Industries (ETII) will be able to apply for a higher level of support. The [list of ETIIs](#) was published on 9 January, including the top 20% of energy intensive sectors and the top 40% of trade intensive sectors. This includes libraries, archives, museums and other historical sites.

Figure 9: Energy Bills Discount Scheme prices

Fuel	Max. discount (ETII)	Price threshold (ETII)	EBRS max. discount	EBRS government supported price
Electricity	£19.61/MWh (£89/MWh)	£302/MWh (£185/MWh)	£345/MWh	£211/MWh
Gas	£6.97/MWh (£40/MWh)	£107/MWh (£99/MWh)	£91/MWh	£75/MWh

Source: [DESNZ](#)

Councils may be eligible for support via the EBDS, however, eligibility will be determined on a site by site basis. Local Authorities would have to declare that at least 50% of the use of the premises is for operations under an eligible sector such as libraries, archives, and museums.

Local Authorities that secured energy under purchasing in advance contracts were largely ineligible for the EBRS due to the time bound nature of the support, although in this instance they would have also avoided exposure to the extremely high market prices seen during this period.

3.4.2. Rebalancing policy costs

There are a range of policy levies that are funded through consumer bills. These include Renewables Obligation (RO), Feed in Tariff (FiT) and Contracts for Difference (CfD), and some precursor schemes. These are supported through obligations on, or cost recovery from, domestic and business electricity suppliers. They in turn recover these costs in the tariffs they offer their customers. These costs are not negotiable as part of an energy contract and are paid by all consumers.

Policy costs were initially allocated solely to the electricity bill, rather than split across electricity and gas, for three main reasons:

- Because the levies were paying for the decarbonisation of electricity generation
- Because all energy consumers in Britain take power, while only some take gas – particularly on the non-domestic side
- To increase the cost of electricity, and therefore make electricity-saving investments more economically beneficial

Since 2020, to support the government’s pursuit of its net zero agenda, the government has suggested that it would look to reallocate green policy levies from electricity to gas. This would support the decarbonisation of heat through methods such as heat pumps, with the intention of levelling the operational costs of gas

boilers and heat pumps

- The [Heat & Buildings Strategy](#) set out an intention to make heat pumps “no more expensive to buy and run than gas boilers by 2030” and setting an intention to rebalance energy prices, including a “look at options to shift or rebalance energy levies...away from electricity to gas over this decade.”
- This was also called for in HM Treasury’s [Net Zero Review](#) in October 2021

In May 2023 fuel price rebalancing was highlighted as a way to incentivise the switch to electrification in [the Powering Up Britain report](#). The report has indicated that the government is willing to consider rebalancing some or all of the existing low carbon levies from electricity to gas. This is intended to reduce the total cost associated with electricity (thereby supporting electrification of heat and transport) and increasing the cost of natural gas. The government has committed to outlining a rebalancing approach in 2023/24 with impacts seen in energy prices by the end of 2024.

For an organisation with an electricity-heavy portfolio, rebalancing policy costs from electricity into gas would result in lower electricity prices per unit. For organisations more reliant on gas, unit prices would be expected to increase and for organisations with a mixed portfolio, an assessment of the impact would need to be undertaken. Other options may be considered going forward.

3.4.3. Market wide half hourly settlement

The Significant Code Review (SCR) to deliver [Market-wide Half Hourly Settlement](#) (MHHS) was launched by Ofgem in July 2017. In its launch statement Ofgem set out that settling all customers using half hourly consumption data would expose suppliers to the true cost of supplying customers in any given half hour, increasing the incentives to help customers move their consumption to periods when electricity is cheaper or export when it is beneficial to the system, reducing the need for additional generation capacity and network reinforcement to manage peak system demand. Larger businesses are already settled on a half hourly basis, but the move to settle all customers could open up additional offerings provided by suppliers. Implementation is expected to be completed by December 2026.

3.4.4. The introduction of a hydrogen levy

In the [Energy Security Bill](#), government has announced that from 2025 low carbon hydrogen production will be levy funded through the [Hydrogen Production Levy](#). The levy is still subject to consultation; however implementation would add an additional cost to energy bills.

The Hydrogen Production Levy is expected to have no impact on consumer bills until after 2025. However, it could be beneficial to track the progress of any consultation to gather an understanding of what price increases could be likely in the future and when changes to energy bills could occur.

3.4.5. Review of Energy Market Arrangements (REMA)

The Review of Electricity Market Arrangements (REMA) is a workstream from DESNZ which aims to identify and implement the reforms needed in Britain’s electricity market, to drive the necessary investment in and efficient operation of a secure low carbon electricity system by 2035.

DESNZ has put forwards a very wide range of potential long term reform options. The main options of reform proposed in REMA are:

- Splitting the markets – in which wholesale prices are split into two; one reflective of renewable assets/assets with limited operating costs and those driven by fuel costs
- Locational Marginal Pricing (LMP) and zonal pricing – in which the prices applicable for assets are split by location, producing different rates for assets in different areas
- Evolutionary reform of existing markets – incremental change to existing markets and processes, including the CfD, Capacity Market, and system operation

The retail market, and by extension, consumers are not included within the direct scope of REMA for reform. Instead, any consumer impacts from REMA will be felt through reforms in the wholesale market, which could have significant implications for energy procurement – either through changing wholesale prices, additional complexity, behavioural signals, or attitudes to the technology mix. Consultation on REMA is ongoing, and it is unlikely that any impacts will be felt in the short-term, as they are likely to require legislative change.

4. The TPI and the PBO market

4.1. Market Overview

Third Party Intermediaries (TPIs) give energy related guidance to organisations and can include, brokers, switching sites, public buying organisations (PBOs) and any other organisation that supports energy procurement.

Businesses use TPIs to source their energy contract for four main reasons:

- Independence – TPIs present offers from a range of different energy suppliers, and TPIs position themselves as independent from energy suppliers
- Complexity – the energy markets are seen by many consumers as complex, with specialist knowledge required to understand the main terms and charges that apply to non domestic customers. Energy markets are also volatile, and can require detailed explanation to understand large changes in bills or contract disputes
- Specialist resource – TPIs can offer quick and timely access to competing offers providing a choice for consumers. TPIs may also provide access to lower-priced offers than those available directly with a supplier. Some TPIs promote additional services alongside procurement
- Specialist assistance – TPIs often provide a named contact or team to handle any queries that arise. This can provide reassurance that any unexpected change or contractual change would be discussed

As customer needs have evolved, TPIs have expanded their services beyond procurement and contract negotiation. They have transformed into broader energy consultants, offering access to a range of additional services including (not exclusively):

- Procurement and tendering services
- Market Intelligence (pricing reports, industry news)
- Bureau services (invoice/billing, other)
- Risk management
- Usage/management monitoring and analytics (online interface, audit, other)
- Efficiency audits
- Flexible services (DSR, site optimisation, aggregation, other)
- Metering services
- Infrastructure development support (generation, lighting, building services)
- Water services (bureau, water usage)
- Water procurement
- Other business brokerage/procurement (telecoms, insurance, other), and
- Other business services (facilities management, other)

In addition, there are organisations which serve in a non-procurement intermediary capacity, providing a specific aspect of energy services, e.g. heat networks, which can be referred to as service companies. Collectively, these three groups of companies can be referred to as Agents.

The non domestic TPI sector has seen a large amount of growth in the last eight years with market value doubling from £232mn in 2014 to £425mn in 2022. Much of the growth has been driven by the growing role of TPIs in the SME market, where they have increased their involvement in energy procurement and contract renewal. TPIs now negotiate around 41% of SME energy contracts (2022), compared to around

13% in 2014.

The larger energy bills of industrial organisations in the Industrial and Commercial (I&C) market means that there is a requirement for businesses to be more knowledgeable and engaged in the energy market. As a result, more businesses in the I&C sector engage in the market by using the services of TPIs. Consistently, there has been a high level of TPI penetration in the I&C market which is currently saturated, as TPIs negotiated 84% of electricity contracts and 77% of gas contracts in 2022.

There are perhaps as many as 4,000 entities providing TPI services in the British energy industry. The majority are individuals working with larger TPIs that manage their interface with energy suppliers. During recent years an increasing number of TPIs have been turning to aggregators in order to provide their customers with prices from the majority of suppliers (full-market coverage).

4.2. TPI Regulation

Although TPI regulation has been explored by Ofgem, TPIs operating in the energy sector are not directly regulated. TPI conduct is managed indirectly through the sales provisions on suppliers through their licences or voluntarily by TPIs themselves, through trade groups and voluntary codes of practices, such as the Utilities Intermediaries Association (UIA) and individual suppliers' codes of conduct.

This "regulation-by-proxy" is reflected in changes proposed by the energy regulator, Ofgem. Compliance would be managed through the supply licence standard licence conditions placing responsibility for ensuring standards by TPIs in non domestic markets. TPIs are obligated to inform microbusiness customers of any commission payment they receive from energy suppliers and obtain consent as per the Standard Licence Condition (SLC) 7A. The proposed introduction of a voluntary [*Code of Practice for Non-Domestic Third Party Intermediaries*](#) via the Retail Energy Code would expand a number of principles to all non domestic energy suppliers. A suppliers would be expected to ensure any TPI they engaged with acted in a transparent, accurate and fair manner, although non compliance would be difficult to police due to the voluntary nature of the code.

As of 1 December 2022, energy suppliers are prohibited from working with TPIs that are not signed up to an approved Alternative Dispute Resolution (ADR) Scheme. Currently, only one such scheme is in place, [*facilitated*](#) by the Energy Ombudsman. In a March 2023 letter to Ofgem the Energy Ombudsman noted "surprise[...] and delight" at the levels of engagement they have had from TPIs and that it is "clear that many in the sector are keen to improve standards and the professionalism of energy brokers and TPIs".

A small number of high profile cases of fraud and poor practice at TPIs has increased consumer appetite for robust governance and transparency across the energy market.

- Marcus Parker, a London-based commercial litigation firm, has launched legal action against several energy suppliers alleging that they have historically added commissions to bills for TPIs without customers' knowledge and without obtaining the correct consent. A second law firm, Leigh Day, is also known to be looking into this matter. An early example of this type of claim - [*The Dark Blue Pig vs ENGIE Power*](#) – was unsuccessful and resulted in the claimant (the customer) paying towards the defendant's (the supplier's) costs.
- A criminal case was brought against several parties associated with fraudulent trading and mis-selling at Business Energy Solutions Ltd and linked companies. In 2023 [*Andrew Pilley was sentenced to 13 years in prison*](#), including an additional year for false representation based on posts on well known consumer websites which falsely purported to be made by customers and contained fabricated content.

Calls for improvements have come from a range of stakeholders, including [*consortiums of energy users*](#). TPIs are seeking ways to help consumers chose reputable and reliable partners. One group of consultants, the Energy Consultants Association (ECA), set out to [*challenge the 'Rogue Energy Brokers' narrative*](#) in a recent article, and has called on Ofgem to investigate [*reports of poor practices*](#).

4.3. The public sector and Public Buying Organisations (PBOs) market

In the public sector, a series of aggregated contracts have been procured through processes compliant with applicable procurement law, which are promoted through specialist agencies referred to as Public Buying Organisations (PBOs). PBOs are viewed as deep specialists with regard to public sector procurement, often

being owned by Local Authorities.

With some notable exceptions, central and local government organisations within Great Britain are able to select their procurement provider or undertake the function themselves, given compliance with the above. A number of specialist PBOs and public sector purchasing groups have evolved to meet these needs, alongside competition from TPIs.

A Local Authority is seen as a relatively low risk counterparty to an energy contract for licenced energy suppliers and TPIs, helping make them appealing customers. However, some private TPIs choose to not serve the public sector, or specifically Local Authorities. When interviewed reasons for not engaging with the public sector and/ or Local Authorities included; the resource intensive procurement processes, lower potential for profit margin, expectation of payment delays, lack of inhouse experience, or a perception that they would not be interested in innovative or non-low-risk products in which they specialised.

Many of the framework arrangements in the public sector mirror the aggregated contracts in the I&C market with users asked to:

- Commit to a contract for the PBO to purchase their energy for periods, typically matching the length of the supply contract that the PBO has set
- Delegate their authority for the PBO to nominate purchase prices on their behalf at any time during the life of the contract. The PBO may operate more than one contract for a fuel employing different purchase strategies from simple fixed price to complex flexible market structures. Users may periodically be offered a choice between these contracts by the PBO
- Pay all charges arising, including the PBO’s fees, either direct to the supplier or in some cases to the PBO for transfer on to the supplier

The public sector’s collective demand for PBOs has remained consistently high given the need to secure energy contracts in a manner consistent with the Public Procurement Regulations. In recent years it has also sought advice from PBOs to enable them to underpin their net zero strategies through the provision of energy services. There is also an implicit expectation within the public sector that PBOs should be used in the first instance for procurement.

PBOs can be segmented by service levels, into three categories:

- Basic service – this would include limited services beyond procurement, but is likely to include some form of supplier management and price validation
 - PBOs offering a basic service usually focus on lower fees and scale
- Typical service – this would include further services beyond the basic service, such as access to portals, regular meetings with customers and suppliers to review performance, and query management
- Premium service – on top of the typical service provided by PBOs, this would include much closer ties with customers. Additional services may be included, such as managing payments to suppliers, and analysis of customer sites Maximum Import Capacity

Figure 10: PBO segmentation

	Basic service	Typical service	Premium service
High volume >2TWh elec, >5bn th gas	Scottish Procurement	CCS	None
Typical volume 0.8 – 2TWh elec, 1-5bn th gas	WPC	TEC YPO, ESPO	LASER
Lower volume <0.8TWh elec, <1bn th gas	None	NEPO	WME

Source: Cornwall Insight analysis

TPIs accrued around £25mn in revenue from the public sector in 2022, holding steady from 2021 (£25mn) and up from £20mn in 2020. Cornwall Insight research indicates that 77% of public sector spend on TPIs is via PBOs. While this is a high proportion, it is on a sustained downward track as private TPIs win over customers, sometimes at higher commission rates. The tendency to use a TPI rather than PBOs is increasing in the education and care sectors as private TPIs look to target these sectors more.

The public sector's collective demand for PBOs and TPIs has remained consistently high given the need to secure energy contracts, but in recent years the public sector has also sought advice from PBOs to underpin net zero strategies.

4.4. Energy purchasing options



An overview of typical purchasing options available to Local Authorities is shown in Figure 11. Individual TPIs may have different names for similar products such as Purchase in Advance or Purchase Within Period, although they likely function in equivalent ways.

A typical TPI's approach to risk will prioritise creating a clear framework of control, ensuring any necessary delegated authority is granted by the customer and managed in line with best practice. The trading of energy is a complicated field, intersecting with strict financial and energy regulations, and potentially creating significant exposure to a customer. As such, in relation to energy supply purchasing options a TPI should offer a Local Authority,

- Transparency of process
- Underpin approach to budget certainty
- Development of a forward hedging plan
- Clarity in responsibility
- Formal review process
- Formal reporting procedures

We would not expect that any approach to risk management be mechanistic, as it should be responsive to market developments as required, whether in terms of increasing or decreasing the volumes that should be hedged, or bringing forward or postponing hedges.

Figure 11: High level summary of risk and opportunity associated with main purchasing options

Strategy	Summary	Advantages	Disadvantages	Comment	
 <p>Decreasing ability to offer annual budget certainty</p>	Purchase in Advance (PIA)	A flexible contract is effectively run as a fixed price contract, with all exposure fixed prior to the start of the annual contract period	<ul style="list-style-type: none"> Well-established approach Budget certainty Limited wholesale price exposure Limited ongoing management requirements 	<ul style="list-style-type: none"> No benefit seen if wholesale market falls Year-on-year step changes in energy spend 	Enables annual budget setting in a comparatively straightforward and transparent manner
	Purchase Within Period (PWP)	Tranche purchasing of defined blocks undertaken in line with agreed trading strategy	<ul style="list-style-type: none"> Well-established approach Interim budget certainty Avoids peaks and troughs. 	<ul style="list-style-type: none"> Price not known until final transactions made. Does not support annual budget certainty given seasonal trading and price setting Resource intensive, as requires ongoing monitoring of contracted position Difficult to retain in a volatile market 	Difficult to retain in a rising wholesale market, noting that trading strategy should allow for exceptional or emergency purchases to mitigate potential risk
	Flexible Set and Reset (FSAR)	Budget defence (largely fixed position) but with sell-backs used to improve this baseline position	<ul style="list-style-type: none"> Well-established approach Budget certainty 	<ul style="list-style-type: none"> Price not known until final transactions made Does not support annual budget certainty given seasonal trading and price setting Resource intensive, as requires ongoing monitoring of contracted position and dedicated personnel May be incorrectly perceived as market speculation 	Perceived to provide the best of both worlds in terms of budget certainty and being able to tap into falling market prices, although resource intensive
	Price Certainty (PC)	Longer-term budget defence approach intended to budget certainty	<ul style="list-style-type: none"> Budget certainty Achieves budget certainty while Risk Policy and controls determine when or if exposure is taken to take advantage of a falling market 	<ul style="list-style-type: none"> Retrospective reconciliation implies cashflow considerations to be managed Resource intensive, as requires ongoing monitoring of contracted position and dedicated personnel May be incorrectly perceived as market speculation Five-year trading horizon extends beyond the current wholesale market, therefore liquidity considerations may be an issue 	Perceived to provide the best of both worlds in terms of budget certainty and being able to tap into falling market prices, although resource intensive
	Change provider	Seek new suppliers and partners, exploring alternative offerings	Access to alternative support services which may be better aligned with the Local Authority's	Timescales involved in procurement, the tender process, securing contract, and the advance purchasing requirements would necessitate a	The procurement exercise is resource and time intensive, and may
					 <p>Increasing complexity and resource considerations</p>

environmental objectives	decision up to approximately two years ahead of delivery	ultimately deliver marginal benefits against the Council's objectives
Alternative purchasing options may be possible which may allow for greater flexibility and/or budgetary control	Procurement process is resource and time intensive ensuring the Local Authority's exposure to risk is minimised, and may ultimately deliver marginal benefits	

In response to market volatility, variations on the above strategies are emerging. These options can be similar, and are reportedly being offered to existing customers with a view to rolling out to wider base. We have not identified any universal features, but typically involve setting out more detailed pre-agreed triggers for purchasing and selling relating to volume and market trends.

The Local Authorities in the consortium described largely using PIA-type strategies, progressively purchasing volumes to meet forecast demand, under which the price paid is a volume weighted average of the prices at which the trades were made (the trade "strike price"). This tranche purchasing approach is intended to yield a volume weighted wholesale energy cost in line with the progressive purchasing of volume to meet forecast demand. Based upon controlling budgets and minimising costs, PIA does not contain an objective to outperform the market, and will usually be underpinned by a risk policy and associated set of metrics used to determine when and in what volume trades are made

Some Local Authorities will use PWP strategies as an alternative and as means by which to take advantage of wholesale market opportunities (falling prices). Wholesale market volatility is such that such an outcome is not guaranteed and that higher prices could in fact be incurred – as by its very nature the PWP strategy accords less budget certainty than its PIA counterpart, and may therefore be seen as higher risk.

Unmetered supply – e.g. for street lighting - is typically treated separately to metered supply points within a portfolio, and priced on a fixed basis.

Local Authorities may use different purchasing options for different parts of its estate, although the portfolio is managed to achieve the best possible outcomes for the whole organisation. Operational and costs efficiencies have been derived from combining the portfolio into a streamlined number of suppliers. Assessing the current market we would not anticipate any immediate commercial benefit from separating a combined portfolio, managing energy procurement through an increased number of different providers. As TPI offerings continue to diversify, benefits may emerge to support partial portfolio splitting in future.

On the assumption of economies of scale being present due to the size of the energy portfolio, isolating individual parts of the estate and tendering them separately may result in the loss of these and higher costs overall. In addition, the increased overall administrative costs and resourcing associated with dealing with multiple service providers must also be considered, as this may also result in a loss of overall benefit to a Local Authority.

There has been a growing emphasis on wider energy management, reporting, and efficiency considerations. This has resulted in the emergence of energy-as-a-service offerings from PBOs, private TPIs, and energy suppliers. These offerings encompass a range of services, including energy efficiency audits and support for on-site investment in generation assets.

While energy-as-a-service offerings have historically been compliance-focused - such as ensuring compliance with the Energy Savings Opportunity Scheme (ESOS) - there is an increasing recognition of the value in broader energy efficiency and auditing capabilities. The focus on energy use in homes and buildings includes energy efficiency, decarbonisation of transport, and the expansion of renewable energy provisions. An energy partner should be capable of supporting these objectives.

4.5. Decarbonisation strategies

The recent period of high and volatile energy prices have highlighted the importance of securing cheaper reliable energy supply from low-carbon sources. There are increasing pressures from stakeholders, and via legislation, for public sector bodies to decarbonise. Possible pathways for this decarbonisation of electricity include on-site generation, on-site storage, private wire arrangements, Corporate Power Purchase Agreements (CPPAs) and the use of schemes such as Renewable Energy Guarantee of Origin (REGO)

certification. Increased priority of decarbonisation objectives may result in different choices being made compared to prior energy procurement rounds.

The Mayor of London has set a target for London to be net zero carbon by 2030, and nationwide the government has required the electricity system be decarbonised by 2035. The United Kingdom has legally binding commitments to achieve net zero across the economy by 2050. Individual Local Authorities have declared climate emergencies, and developed net zero strategies, which are expected to be dynamic documents that will be revised in response to changing opportunities and risks. The importance of energy efficiency, and decarbonisation of transport are recognised as key elements to overall strategies. TPIs and energy suppliers working with the Local Authority must be capable of supporting achieving these goals.

From a national perspective, energy procurement has often focused on renewable energy tariffs supported by REGO certificates. These tariffs demonstrate support for low-carbon energy and help fulfil mandatory and voluntary financial reporting requirements. Though this is not the original intention of the REGO scheme, REGOs have increasingly become seen as a mechanism to provide support to increase the build-out of renewable generation in GB.

REGO prices have increased over recent years, and we forecast them to remain at levels many multiples higher than historical norms as demand outstrips supply in the near and medium term. REGO costs vary by period, and trading method – e.g. spot prices vs sold with PPA agreements - and are subject to potential legislative reform which may result in significant changes to prices.

Alternatives to REGOs, such as Corporate Power Purchase Agreements (CPPAs) are a way for end-users – usually large energy users such as Local Authorities – to contract directly with generation to obtain power, stabilising the wholesale power price which they will pay.

CPPAs can facilitate long-term fixed energy price security with little or no upfront capital expenditure. Agreements are usually contracted for longer than five years, with 15 years as a typical period. Because most CPPAs use the public network, the pricing differential will be focused on the controllable wholesale energy component costs.

CPPAs can involve complex contract negotiations and are generally restricted to organisations with higher credit ratings. Contract negotiations tend to take from around six months to two years. Currently, a relatively small number of UK organisations have a credit rating suitable for a CPPA, with this proportion likely to further shrink if the macroeconomic outlook remains poor.

Some generators have chosen to engage with the volatile wholesale market in the near-term, seeking the benefits of record high prices rather than the security of lower longer term returns. However, the future outlook for CPPAs is thought to be positive. Available renewable energy generation in the UK is expected to outdo demand in the medium and longer term. This could potentially expand opportunities for parties seeking a CPPA. Many organisations are using high energy prices as an opportunity to revisit decisions to invest in energy efficiency measures, as the time to see a return on investment may be substantially reduced.

On-site generation allows organisations to reduce their dependence on energy supplied by networks and avoid importing energy at peak times when energy is most expensive. The main limitation of on-site generation is the need for suitable space and upfront capital. Space requirements vary between generation and storage assets and could be avoided by setting up a private wire arrangement where the assets are located in close proximity to the offtake.

Carbon offset markets are growing rapidly, but there remain questions on what constitutes a good quality scheme, in terms of longevity and permanence of removal, additionality, and avoidance of wider societal harms. Several suppliers are using offsets in green gas tariffs.

The national energy system context will likely see the use of renewable energy tariffs supported by REGO certificates included in a Local Authority's energy mix for some time, combined with the provision of energy-as-a-service offerings that encompass energy efficiency audits, and investment in additional renewable generation in some format.

Multiple PBOs and TPIs have described plans to provide PPA services. This could include securing individual CPPAs for customers in a more streamlined way, or basket purchasing but where energy purchases come via CPPAs. Although we find these plans credible, we have not identified any party who is providing integrated CPPA services, or a CPPA basket deal, "off the peg".

4.6. Structure and level of charges

PBO and TPI fees vary in structure and scale, with TPIs typically offering volumetric (p/kWh) charges, with a mixed approach observed from PBOs between volumetric and £/meter fees. Some TPIs and PBOs advised they could vary the fee structure depending on customer preference. The fee will also depend on the service offered by the TPI. While some focus on service, others focus on lower fees and scale. For example, CCS is by far the largest PBO, but is understood to have historically offered a more basic service compared to its competitors.

We note that while PBO and TPI fees typically represent a small (less than 2%) of the delivered energy cost, they are used as a benchmark for the respective organisations. However, given the total absolute cost associated with PBO and TPI fees (and the number of such organisations available from which to choose), their use as a comparator is appropriate.

This section sets out our benchmark fees for both TPIs (across different sectors) and PBOs (which focus almost exclusively on the public sector). It also provides commentary on the structure of fees seen in the PBO market. TPI commissions and PBO charges are typically opaque, so benchmarks are sourced through our extensive regular research into the sector, including:

- Engagement with TPIs, suppliers and end users
- Analysis of public statements made by TPIs, PBOs and suppliers
- Analysis of procurement documents from public sector customers, such as councils
- Assimilating our wider market intelligence and research, testing this with informed parties, and taking on board feedback

Our benchmark commissions for TPIs used in this analysis are shown in Figure 12. These commissions are for procurement services only (excluding additional services such as bill validation, supplier management and portfolio reporting). For TPIs, we expect these charges to be volumetric, as per the benchmarks shown.

We have highlighted “very small I&C” and “public sector” as the most relevant sectors, with “very small I&C” considered similar to the part of the public sector that would likely demand fixed contracts only.

Figure 12: Cornwall Insight benchmark TPI commissions – procurement only

I&C sector	2022 Electricity volume under control (TWh)	Electricity commission (p/kWh)	2022 Gas volume under control (TWh)	Gas commission (p/kWh)
Very small	17	0.15	30	0.05
Public sector	19	0.11	25	0.04

Source: Cornwall Insight analysis

5. Assessment of TPI market

Using the stated requirements of the Local Authorities we developed an assessment framework to evaluate the suitability of TPI offerings.

The majority of the ~4,000 TPIs providing generalised energy procurement and advisory services in GB would not be suitable for the Local Authorities. A good TPI for a Local Authority will have deep expertise, clear processes and knowledge of the energy industry, and an equivalent expertise in providing services to public sector organisations in order to meet additional criteria specific to Local Authorities.

5.1. Market intelligence

Cornwall Insight has been assessing TPIs for the purpose of producing a TPI Index since 2014. The Indexes identification and assessment of the leading TPIs, and how these companies have developed over time. Monitoring and engagement are based upon who we believe to be the most notable TPIs from our existing knowledge, supplemented by information from the public domain including TPI websites, Companies House, public sector tender notices, TPI marketing material, TPI terms and conditions, social media, customer feedback, the trade press and the Utilities Intermediaries Association (UIA). Where possible we have contacted TPIs to provide them the opportunity to comment on the information and amend where appropriate as part of the annual cycle of reporting and for the purposes of this report.

5.2. Assessment methodology

We used a three-step process to filter and evaluate the options. These steps involve creating a long list, creating a shortlist, and finally assessing and scoring the shortlisted offerings for suitability.

The Local Authorities provided a provisional Statement of Requirements containing 92 business needs which we developed using current market conditions for guidance. For reasons of space, this report includes abbreviated and simplified versions of the requirements that were used to assess the suitability of candidate TPIs. The long list of criteria is available as an appendix to this document.

A standard approach was developed to meet the overall needs of the Local Authorities. As a result some elements of the Statement of Requirements and individual customer characteristics were deprioritised or updated. The requirement for unmetered gas is not in the final assessment criteria for example, and references to now obsolete “LECs” and the “CRC” have been refreshed.

Some requirements are potentially subjective, such as the terms surrounding contract call-off. Where candidates meet all other criteria this is explored in the detailed third stage analysis.

References to OJEU and current procurement legislation are assumed to mean existing and planned relevant UK specific procurement legislation and rules as they are adopted - e.g. the developing [Procurement Bill 2022-23](#).

5.3. Step 1: Compile longlist

Using our ongoing market intelligence, desktop research and additional information provided by Local Authorities, a long list of potential candidates were identified.

The number of TPIs in the market is vast with some estimating there to be more than 4,000 companies or individuals engaged in sourcing business energy contracts. The vast majority of these are individuals working from home and securing their energy products via one or more aggregators rather than directly from suppliers. In order to ensure the focus of this report remains on the main players in the market and avoids double counting of TPIs where contracts are routed to market through aggregators, our analysis focuses on TPIs that,

- Provide related services beyond energy brokerage
- Have been established/ operational longer than one year
- Are currently active in the market and not dormant companies.

Our analysis incorporated 137 TPIs serving customers with very large energy requirements. We sought to

identify TPIs that performed best against the Statement of Requirements. The longlist includes the following TPIs offering services suitable for large energy users.

- Accenture
- Affiliated Utilities
- Alfa Energy Group
- Amber Energy
- Ameresco
- Annex Solutions
- Apollo Energy
- Approved Energy Solutions
- Argyle Energy
- Armstrong Bell
- Arrow Business Communications Group
- Auditel
- Axiom Utilities
- Bespoke Utilities Ltd
- Bill Identity
- Bionic
- Black Sheep Utilities
- Blizzard Utilities
- Brownlow Utilities
- Business NRG
- Business Utilities UK
- Businesswise Solutions
- Carbonxgen
- Catalyst Commercial
- CEC
- Central Power (Bnorth)
- Clifford Talbot
- Concise Energy Brokers
- Consultus International Group
- Cost Advice Services
- Cost Reduction Services
- Crown Commercial Service (CCS)
- CUB UK
- Data Energy
- DB Group
- Direct Power Associates
- e2 services
- Eastern Shires Purchasing Organisation (ESPO)
- Eden Utilities
- eEnergy (formerly Beyond)
- EDW Technology
- EG Group
- Emcon Utility Management
- Energy Buyers Network
- Energy Contract Renewals
- Energy Cost Advisors
- Energy Exchange
- Energy ImPact
- Energy Management LLP
- Energy Plus Management
- Energy Renewals
- Energy Services (Business Power)
- Energy Support Team
- ENGIE Impact
- Envolve
- ESS Energy
- European Utility Consultants
- Eutility
- Expense reduction analysts
- Eyebright
- Fairnet Commercial Services
- Fidelity Energy
- Fortis Energy
- Great Annual Savings
- Green Energy Consulting
- Greener Solutions Group
- Ignite Energy
- Inenco Group
- Innovative Energy Consultancy
- Inspired Energy
- Ista Energy Solutions Ltd
- Jutton Associates Limited
- Kinect Energy Group
- Laser Energy Buying Group (LASER)
- LG Energy Group
- Logical Utilities
- Love Energy Savings (I&C Love Energy Solutions)
- Lumina Energy
- Manchester City Council
- Maxim Eyes
- Maxwell Grant
- Mitie Energy
- NFU Energy
- North Eastern Purchasing Organisation (NEPO)
- Northern Gas & Power
- Northern Utilities
- Novo Energy
- NUS Consulting
- Octego

- Open Energy Market
- Optima Energy Services
- Paragon Energy
- Professional Energy Purchasing
- Refresh Now
- Resolve Energy
- Safe Switch Utilities
- Sanctus Consulting
- Save on my Power
- Schneider Electric
- Scottish Procurement
- Senco Energy
- Smarter Business
- SMS Plc
- South Pole
- Stadia Utilities
- Start Energy
- Suffolk Vertas
- Sustainable Advantage
- Sustainable Energy First
- Taurus Utility Consultants
- Thames Utility Brokers
- The Electric Board
- The Energy Company
- The Energy Consortium (TEC)
- The Energy Desk
- The Energy Hub
- The Energy Network
- The Finance House
- The Green Energy Advice Bureau
- The Monarch Partnership
- Total Energy Solutions
- Touchstone Services
- Trident Utilities
- UPA Energy
- Utel Audits
- Utilico Energy
- Utilicomm
- Utility Advice Bureau
- Utility Alliance
- Utility Assist
- Utility Bidder
- Utility Team
- Welsh Purchasing Consortium (WPC)/Welsh Procurement Alliance
- West Mercia Energy (WME)
- Yorkshire Purchasing Organisation (YPO)
- Zenergi
- Zero Trace Procurement

5.4. Step 2: Develop shortlist

The shortlisting process is a necessary step to efficiently narrow down the pool of potential service providers and focus on a more detailed evaluation of the most suitable candidates during the final stage review. This allows for a timely review ensuring that the most promising providers are given further consideration in the selection process.

Measures used to determine which TPIs were included in the shortlist,

- The Local Authorities' Statement of Requirements included 26 pass/fail criteria
- Market research, including customer feedback and satisfaction surveys relating to supplier and TPI performance. Where providers offered very similar services, those with relevant differentiating services were progressed.
- Availability of a product with focus on public sector specific needs and tendering process
- TPIs providing services to Local Authorities in the consortium to allow for useful comparison of current and future services

The review at this stage is non-exhaustive, meaning that it does not encompass all the details and comprehensive evaluations that would be conducted in the final stage review when comparing service providers.

It is important to note that the shortlisting process is not necessarily a reflection of the quality of service provided by an individual TPI. The consortium's criteria are specific requirements and thresholds created to identify TPIs that meet their immediate needs. For customers with different needs, different TPIs may be worthy of further exploration.

Figure 13: The Local Authorities' Statement of Requirements include:

The organisation carrying out the energy supplier selection and managing overall service delivery is a central purchasing body (CPB) operated by another public sector contracting authority or by an 'agent' that has been appointed to act on behalf of public sector contracting authorities and has been selected in accordance with EU procurement legislation to act in such a capacity, either an OJEU process was followed or an 'agent' was procured from a suitable framework that has been established in accordance with procurement legislation.

Where the organisation carrying out buying and risk management activities is not a public sector authority or where it is a CPB but does not have an independent buying and risk management governance panel, the organisation should be signed up to the Ofgem TPI Code of Practice (or equivalent) and be Financial Conduct Authority (FCA) accredited.

Provide fully and partially flexible risk products with the ability to fix volumes over a series of purchases. Products must have direct and continuous access to the wholesale market and enable forward purchasing of between 6 to 36 months. Various trading instruments; seasons, quarters, months, day ahead market and spot indices by accessing live prices may be utilised to suit varying risk appetites and budget pressures, e.g. secure lowest price, minimise annual inflation, deliver target price(s) within an agreed tolerance to meet the varying portfolio needs (e.g. street lighting, landlord lighting).

Offer flexible products that are specific to the customer authority (subject to sufficient volumes) without the loss of aggregation benefits. Strategies should be scalable for individual customer authorities and/or sites, conceptual examples, 80% volume forward hedged to meet budget cap with 20% volume exposed to day ahead to take advantage of market opportunities, the ability to lock 40% of annual baseload at a specific price point (cap/collar) of its choosing.

Provide products with budget protections (such as capped product or stop/loss) and the facility to unlock/unfix the price of purchased energy and allow re-purchasing to optimise traded positions, ensuring that this activity is conducted in a manner that for local government would not be considered ultra vires.

Provide adequate systems, processes and resources including dedicated and appropriately trained/skilled/experienced trading, risk management and compliance teams working to clearly defined standards and performance metrics for core business activities.

Ensure the process of measuring, monitoring, controlling and reporting risk exposure is managed separately from those who generate the activities that bring about the risk, i.e. trade execution is separated from trade confirmations, trade recording, position valuation and risk management. Reasons and approvals for deviation and/or amendment to strategy, risks and issues logs are maintained to a high standard and to meet audit requirements.

Ensure all trades are executed in accordance with agreed risk management strategies and to deliver against target/stops. All necessary records of risk management strategy, purchasing tactics, authorisations, trade execution, dates, volumes, values and total volumes/values are regularly reviewed by compliance/risk team against the suppliers' records of purchases/volumes to ensure no discrepancies exist.

Provide risk assessments, trading updates, open positions, key market issues, authorisation, deviation, monitoring and audit reports including current performance information (against agreed benchmarks) to an independent governance panel.

Ensure a Governance Panel reviews and approves current and future buying and risk management strategies, including the development of appropriate products and setting of risk limits, tactics and market instruments. If a panel comprising customers is not in place, within the duration of the framework such a panel should be established.

Provide customer authorities with independently verified assessment(s) of the performance of the buying and risk management strategies against agreed market benchmarks and an assessment of performance in executing the strategy.

Utilise transparent pricing mechanism(s) for wholesale/traded and residual volumes and demonstrate the ability to validate these values against the energy element of the supplier's built-up (delivered) prices. For risk products where energy volumes are traded into the supply period, reconciliation process and values are clear to support monthly pricing, reference price reconciled in-month billing, periodic reconciliation for lump sum return/additional charging or recovery/return through future year contract prices on a pro-rata basis.

Aggregate customer authority volumes to a single portfolio, split into separate purchasing baskets according to defined risk management strategies, providing site specific pricing and preventing cross-subsidisation of sites. Each customer authority volume should be separately defined and accounted for within each risk product and within the overall aggregated framework volume. Agree with PSP and/or energy supplier the aggregated portfolio volumes, the declared contract volumes and structure of tradable blocks, split into separate purchasing baskets according to defined risk management strategies.

The energy supply frameworks comply with Public Contracts Regulations 2015, i.e. the types of energy supplies are clear, contracting authorities using the Framework are immediately identifiable in the OJEU, either named individually or identified as a recognisable class e.g. 'London Local Authorities' and were tendered by a Central Purchasing Body, operated by another public sector contracting authority or by a 'Provider' that has been appointed to act in that capacity on behalf of a public sector contracting authorities.

Monitor and meet all utility supply licence conditions and any other regulatory requirements and/or codes of practice (inc. voluntary) relevant to the supply contract, e.g. production of HMRC compliant invoices, issuing of supplier statements, meeting minimum read frequency/safety inspections of all meters, installation of mandated metering/upgrading. Ensure that any regulatory aspects that must be discharged by the customer are identified and effectively communicated.

Ensure KPIs covering core services described within the SLA(s) and/or framework are reported to customers at both framework and contract operation levels. A robust and effective monitoring, management, rectification and reporting process is in place, which ideally includes auditing of performance standards by an independent party (e.g. Local Authority delivery team) for transparency and assurance.

Supplier must disclose fees for all/any services, including any that it pays to the TPI to the customer authority upon request (at a reasonable frequency and within reasonable timescales).

Twelve TPIs participated in interviews at this stage, supplementing established market information. When evaluating service providers we include information gathered via confidential surveys with stakeholders across the energy value chain. Respecting confidentiality is vital in maintaining trust with respondents and ensuring unbiased feedback. Conversations identified avenues of enquiry for the interview process and topics for the TPIs to engage with, and ultimately helped determine those best placed to provide services, reducing the longlist.

We can report high levels of engagement from the majority of TPIs during the initial research period. TPI representatives answered questions about their services in interviews and emails. Where supporting information was made available – for example via contractual terms and conditions, marketing collateral, email confirmation – higher scores were awarded. Some TPIs did not provide additional information where asked, possibly due to this process not being part of formal procurement activity and not being prioritised.

Where the TPI did not have a framework arrangement in place, or did not meet material pass/fail criteria in the Statement of Requirements, the offerings were examined to capture any innovations or potential outperformance factors that might be relevant to Local Authorities or illustrate market trends.

As noted elsewhere in the report, and stated during the interviews, a TPI not being included in the shortlist is

not a criticism of their products or services. In many cases the reason for non-progression to the shortlist were relatively minor, particularly where several TPIs offered very similar products.

Example reasons for non progression,

- Example A – Was assessed to match well for bureaux services and data-led offerings, lacked robust experience in aspects of public sector procurement
- Example B – Unable to commit to direct award option for duration of contract period
- Example C – TPI acknowledged products and strategy were undergoing change ahead of relevant supply period, leaving them unable to commit to public sector specialism continuing, unable to confirm future risk management approach at this time
- Example D – Provides service very similar to another provider, with less developed approach to supporting relevant decarbonisation strategies
- Example E – Reduced billing options - e.g. no consolidated billing option as standard
- Example F – Framework holder communicated limited interest in expanding beyond specific regional or sectoral focus

5.5. Step 3: shortlist results

Of the TPIs and products assessed LASER services were shown to mirror the Statement of Requirements most closely.

Three alternative options have been included. They do not match the Statement of Requirements as well as the LASER package. Local Authorities seeking something different to the core requirements may wish to explore these alternative options.

A summarised version of the assessment criteria based on the Statement of Requirements is included here for reasons of space. The assessment utilised the long form business requirements.

Regulatory compliance

- The energy supplier selection and service delivery will be carried out in accordance with relevant procurement laws, energy regulations, supply licensing conditions, HMRC requirements, TPI Code of Practice (or equivalent), UKETS (as relevant).
- Social value assessment in supply award process (10%)
- Experience with public sector compliance

Product options

- Four-year energy supply frameworks
- Gas, half-hourly & non-half hourly electricity, and unmetered electricity supplies (UMS)
- Price risk management
- Separate contracts and liabilities for customer
- Options for 'green' energy, PPA Inc. sleeving, interim contracts, fixed price
- Onsite generation and demand response
- options
- Pass-through costs
- Renewable tariffs
- Direct award possible
- Promote innovation, partnerships

Contract details

- Statement of services
- Framework Terms and Conditions
- Report KPIs at framework and contract levels
- Adequate financial protections

Cost transparency

- All costs and fee details available to customers
- Inc. fees from supplier to

broker

- Pricing accuracy verified via independent audits

- Trading fees transparency

Contract operation

- Dedicated customer service team with defined SLAs, effective monitoring and reporting
- Managed, tracked queries
- Escalation and dispute resolution processes

- Service credits
- Clear processes and documentation for contract duration
- Secure online platform for accessing information and submitting meter reads

- Communication & education
- Flexible invoice options
- Consumption and supply data contract & portfolio
- Appreciation of public sector standards and ways of working

Energy purchasing options

- Fully and partially flexible risk products
- Fix volumes via multiple purchases
- Continuous access to live prices on wholesale market(s), Day Ahead, spot indices
- Forward purchasing 6 to 36 months

- Seasons, quarters, months
- Suitable for customers with different risk appetites and budget pressures, e.g. secure lowest price, minimise annual inflation, deliver target price(s) within an agreed tolerance
- Aggregate customer

- volumes into a single portfolio with separate purchasing baskets based on defined risk management strategies
- Optimise portfolio volumes for benefits such as access to wholesale markets, load shaping, and minimising balancing risks

Trading controls

- Sufficient controls for systems, processes, KPIs
- Independent auditing of trades

- Dedicated teams for core business activities
- Separate risk management to trade execution

- Governance panel oversight
- Regular reporting to customer

Information accuracy

- Manages customer authority schedules
- Accurate and complete pricing
- Aims to minimise rebilling - e.g. prompt address updates
- Facilitates contract

- renewals and site additions. Distributes contract price schedules within 30 days of contract commencement
- Standardised information exchange processes - e.g. change of tenancy
- Standard reports for

- contract operations
- Manage integration or removal of customer sites/volumes with appropriate strategies to minimise risk
- Reviews and updates estimated annual consumption quantities

Credit and debt management

- Offers flexible payment terms and methods, including prompt payment discounts,

- BACs, direct debit, and cheques.
- Effective debt management processes,

- including regular information on debts, credits, and payments
- Repay customer

authority credit balances promptly according to payment terms

- Address site-specific invoice payments and debt recovery, with clear

communication to the customer authority

- Collect and reconcile customer authority rebates, offering various options for distribution

- Ensure transparent and timely adjustments to energy costs - e.g. FIT contributions - with reconciliation and information reviewed before issue

Onsite activities

- Works with customer agents e.g. facilities management
- Ensure compliance with industry standards for meter reading frequency
- Provide comprehensive metering services, including installation, maintenance, and removal of meters and

associated devices, with accurate billing following installation.

- Transfer and accept read data between suppliers, meeting relevant codes of practice
- Deliver meter read data to customer at their preferred frequencies through web-based

platforms or regular email reports

- Manage site works programs, from application to completion, with dedicated project managers coordinating all aspects of the work
- Easy options for minor works such as AMR installations and infrastructure upgrades

Additional services

- Provide annual energy consumption data at the site level to support carbon reporting and comply with relevant schemes and regulations
- Identify gas meters with an annual consumption close to 73,200 kWh that haven't been read to minimize CRC costs.
- Offer energy efficiency and management services, including

consumption benchmarking, site surveys, emissions trading schemes, and monitoring and targeting services with recommended action plans.

- Provide bill validation and energy operations services, including checking unit rates, consumption, meter reads, half-hourly data,

and identifying cost avoidance opportunities

- Enable compliant procurement of energy efficiency, renewable energy, and decarbonisation services through a pre-procured framework of providers
- Ability to provide prior input into TPI/supplier system developments
- Other

5.5.1. Primary option – LASER

Established in 1989, LASER Energy is wholly owned by Kent County Council (KCC) and procures energy for public sector bodies as a Central Purchasing Body (CPB).

LASER Energy

Owner	Commercial Services Group Ltd (company number 05858177, owned by KCC)
Profits	£1.4mn (2022)
Total contracts	>200 public sector contracts >1/3 of Local Authorities
Total volume	7.5 TWh
Total meters	~85,000
Employee numbers	>150
Revenue	>£500mn energy, £1.5bn group

Summary

Regulatory compliance	Strong recognition of compliance requirements and risk appetite of public sector bodies	Trading controls	Trading position report Market reports (Monthly) Multi party governance board, customer representation
Product options	Electricity - NHH, HH, UMS Gas - NDM, DM Frameworks – inc direct award,	Information accuracy	Supplier bill validation – non exhaustive No bespoke option for invoicing format
Contract details	Statement of services, SLAs, KPIs,	Credit and debt management	Can bill to site Invoice portal HMRC registration, billing efficiency
Cost transparency	Fees Trading and position reporting	Onsite activities	LED lighting Site services framework
Contract operation	Manage supplier engagement SLAs, managed tracked queries	Additional services	Net zero roadmap ESG services Water Owns solar farm EVs
Energy purchasing options	Purchase in Advance (PIA) Price Certainty (PC) Purchase within Period (PWP) Flexible Set and Reset (FSAR) Developing additional services, <i>Flex+ is</i>	Social Value	Up to £130k p.a. for customer nominated initiatives, can be locationally based Included in supplier award

Commentary: During this market research several PBOs and TPIs brought up plans to introduce products that were intended to be "more like LASER's", or noted that they had recruited former LASER employees, supporting the perception LASER are seen as one of the established providers others needed to beat.

Several TPIs described planned services that would likely outperform the current LASER services, but as they were unestablished or unevidenced they were scored accordingly.

5.5.2. Alternative option A – CCS

The UK Government’s procurement body, Crown Commercial Services (CCS), has actively traded energy since 1998. Offering a simplified service, the CCS is the UK’s largest procurement organisation with well established framework services acting on behalf of the public and third sectors.

CCS

Total energy contracts 1,104 customers (2022-23 supply year)

Total volume 22 TWh

Employee numbers 36 focused staff

Revenue £2.1bn

Summary

Regulatory compliance	Strong recognition of compliance requirements and risk appetite of public sector bodies	Trading controls	Trading position report Weekly supplier engagement External Risk & Governance Committee (ERG) includes Local Authority representation
Product options	Electricity - NHH, HH, UMS Gas - NDM, DM Frameworks – inc direct award to previously nominated supplier	Information accuracy	No bespoke option for invoicing format
Contract details	Statement of services, SLAs, KPIs	Credit and debt management	Can bill to site Invoice portal
Cost transparency	Fees Trading reporting	Onsite activities	Site services framework
Contract operation	Manage supplier engagement SLAs, managed tracked queries	Additional services	All government procurement Carbon reduction guidance PPAs, export agreements and Balancing Services accommodated Peer to peer (P2P) energy trading platform
Energy purchasing options	Locked – similar to PIA, L6 has 6 month buying window, L12 10 month, L24 22 months Short Term Variable and Long Term Variable (LTV) similar to Purchase within Period (PWP) – SVT 18 month purchase window, LTV 42 months Fixed price options Developing additional services, <i>PPA focused services are pending</i>	Social Value	Included in supplier award

Commentary: CCS are confident that their fees are the lowest in the market, charged on a per meter per year cost, collected monthly.

CCS is by far the largest PBO and is understood to offer a more basic service compared to some of its competitors.

5.5.3. Alternative option B - Inspired Energy

Established in 2000, Inspired Energy is the top performing private TPI in the Cornwall Insight TPI Index for providers of I&C services. Presented here as an alternative to the PBO options that more closely align with the SoR.

Part of Inspired PLC, positioned as “the UK’s leading commercial energy & sustainability advisor” with a focus on energy, ESG and software solutions.

Inspired PLC	
Customers	2,900
Company number	07639760
TPI CoP signatory	Yes
Directors	David Cockshott, Paul Connor, Mark Dickinson, Richard Logan, Sangita Shah, Dianne Walker, Peter Tracey
Total volume	>20TWh
Total meters	>50,000
Employee numbers	506 (2022, energy procurement)
Profit	£14mn (2022, adjusted, group)
Revenue	£88.8mn (2022, group)
Cornwall Insight I&C TPI Ranking	First place

- **Company developments**

Inspired PLC is listed on the FTSE AIM (INSE). In

recent years it has acquired a range of TPis to “strengthen” its position in software-enabled services. The TPI acquired Businesswise Solutions, General Energy Management and LSI Energy. The TPI received London Stock Exchange’s Green Economy Mark in 2020 in recognition of its environmental and strategic advice, service and support to customers. In July 2020 it successfully raised £31.3mn in order to expand via further acquisitions, subsequently acquiring the remaining 60% stake in Ignite Energy, having acquired an initial 40% in August 2019. The Group launched its ESG disclosure service division during 2020.

Key services breakdown
Pricing reports and industry news
Energy & environmental accounting services
Procurement & risk management services
Optimisation services
Water services
Site services
Public sector procurement
Net zero carbon solutions
ESG disclosure Services

Other: forensic cost audits, renewable energy projects, demand side response, environmental and sustainability reporting. ESOS, metering solutions

5.5.4. Alternative option C - Inenco Group

Inenco achieved a high ranking in the Cornwall Insight TPI Index for services for larger energy users. Presented here as an alternative to the PBO options that more closely align with the SoR.

Inenco Corporate forms part of the Inenco Group Limited that serves both SME and I&C markets. The company is one of the longest established energy consultancies with a heritage stretching back to 1968. The Group is wholly owned by ICG, a leading private equity investor.

Inenco Group	
Customers	8,000
Company number	02435678
TPI CoP signatory	Yes
Directors	Stephen Cargill, Gareth Knight, Daniel Simon
Shareholders	Inenco Holdings Limited (100%)
TPI CoP signatory	TPI CoP
Total volume	>20TWh
Total meters	140,000
Employee numbers	251-500
Revenue	£10mn-£20mn £5.4bn energy under management
Cornwall Insight I&C TPI Ranking	Second place

- **Major developments**

In June 2022, Inenco received a “Highly

Commended” Award at the BusinessGreen Leaders Awards under the Net Zero Strategy of the Year category. It was also shortlisted under the Net Zero Initiative category at The Energy Awards in April 2022. At the beginning of 2020 the Group also announced that it had become officially carbon net zero by utilising a carbon offsetting scheme endorsed by the UN World Food Programme and had achieved ISO 14001 Environmental Management accreditation

Key services breakdown
Procurement & utilities trading
Environmental sustainability strategies
Decarbonisation planning & implementation
Bill validation
Risk management services
Energy management / usage
Water management

Other: site optimisation, demand side response, renewable generation, energy legislation, energy monitoring & targeting, utility revenue recovery, ESOS, CCA management, CRCCHP, environmental sustainability, metering, SECR, pricing and industry news, compliance

Sample customers: Sainsburys, Compass Group, Stagecoach, Ibstock Brick, JLL

6. Recommendations

This research has shown LASER's service proposition is most closely aligned to the Local Authorities' Statement of Requirements. The fully managed service attracts higher fees than their procurement only support, but most closely reflects the requirements of the SoR. Where other Public Buying Organisations (PBOs) offer similar services, no overall packages were identified that would be likely to offer a material benefit to Local Authorities already being served by LASER.

Private TPIs offer alternative services to those offered by PBOs. Two high scoring providers with active Framework arrangements have been included to illustrate the range of services available in the rest of the market for any Local Authority interested in services that differ to those established in the Statement of Requirements (SoR).

Should a Local Authority wish to move to a new partner consideration should be given to lead time required for a change of provider, and the internal resource requirements that would be necessary, as part of any wider risk assessment.

- Alternative option A – CCS

A PBO, the UK's largest procurement organisation and principal buyer for the UK Government. Historically dominant for energy purchasing, offers a simplified services compared to LASER's fully managed service. If a Local Authority moves from a fully managed service, to a more simplified services, they may need to consider what additional internal resource would be required to deliver to their energy strategy.

Indicative charges are per meter HH £240, PC 01 and 02 £5, PC 03 and above £24, gas > 0.5GWh £240, gas <0.5GWh £36

- Alternative option B – Inspired Energy

The top performing private TPI in Cornwall Insight's assessment of brokers offering services to large energy consumers (TPI Index). Inspired were undergoing a tender award during the period, inhibiting some aspects of research, although substantial deviation from historical approach and performance was not expected to be an outcome.

- Alternative option C - Inenco Group

Highly placed in Cornwall Insight's assessment of brokers offering services to large energy consumers (TPI Index), and undergoing a growth focused on public sector bodies. Inenco have described a range of approaches to risk and portfolio management that could be compatible with a portfolio undergoing substantial change during the contract period.

Public sector entities contracting with a private sector TPI is a well-established practice, provided that the company in question can demonstrate its compliance with public procurement legislation.

6.1. Future market trends

The research has revealed a TPI industry in the process of responding to the energy transformation. The majority of TPIs communicated an inherent understanding of their role to support customers navigating the challenges and opportunities presented by national and organisation-level decarbonisation goals.

TPIs were invited to describe innovations as well as products under development, with many noting plans for introducing services that cater to emerging net zero needs. Particularly noteworthy are initiatives centred around CPPAs. Assuming these products reach the market, they will likely herald further divergence of offerings which could lead to heightened competition and an expanded array of options for Local Authorities. However, while these product descriptions appear promising they will need to be fully evaluated when live.

The extreme wholesale gas and electricity price volatility seen in 2021, 2022 and 2023 has resulted in enduring changes to some TPIs risk strategies. Several TPIs described processes that would allow faster changes to their trading approach and non-fixed price products.

Where TPIs expressed a view on supply contract volume tolerances, the expectation was that they were more likely to be enforced by suppliers in the coming period, even if there had been a laissez faire seeming approach historically. This was described as being as a result of tight supplier margins and difficult trading conditions in recent years in the non domestic supply space. Compounding this risk over the upcoming period is the expectation that energy efficiency measures will reduce demand, along with budget cuts and increasing access to onsite generation and CPPAs/Private Wire arrangements leaves Local Authorities more likely to need flexibility in volume

As the energy market becomes more complex, the importance of trust will only increase. The initial steps towards energy supply regulations by Ofgem will likely be followed by refinement of the rules as the generation and demand side markets mature. A strong reputation fosters credibility among customers, suppliers, and other stakeholders. TPIs who have a proven track record of integrity, transparency, and ethical practices will be rewarded with enduring and mutually beneficial relationships.

This research highlights that TPIs are actively adapting to the energy transformation, with increasing focus on supporting customers through decarbonisation challenges. Many TPIs are introducing innovative services, particularly around CPPAs, which could lead to increased competition and options for Local Authorities; however, these new offerings need thorough evaluation as they appear to ensure they meet the organisation's needs.

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